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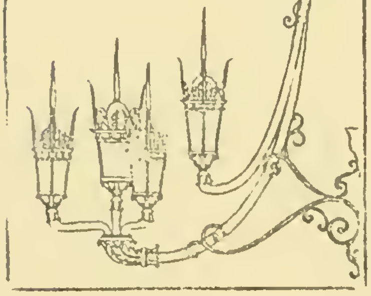

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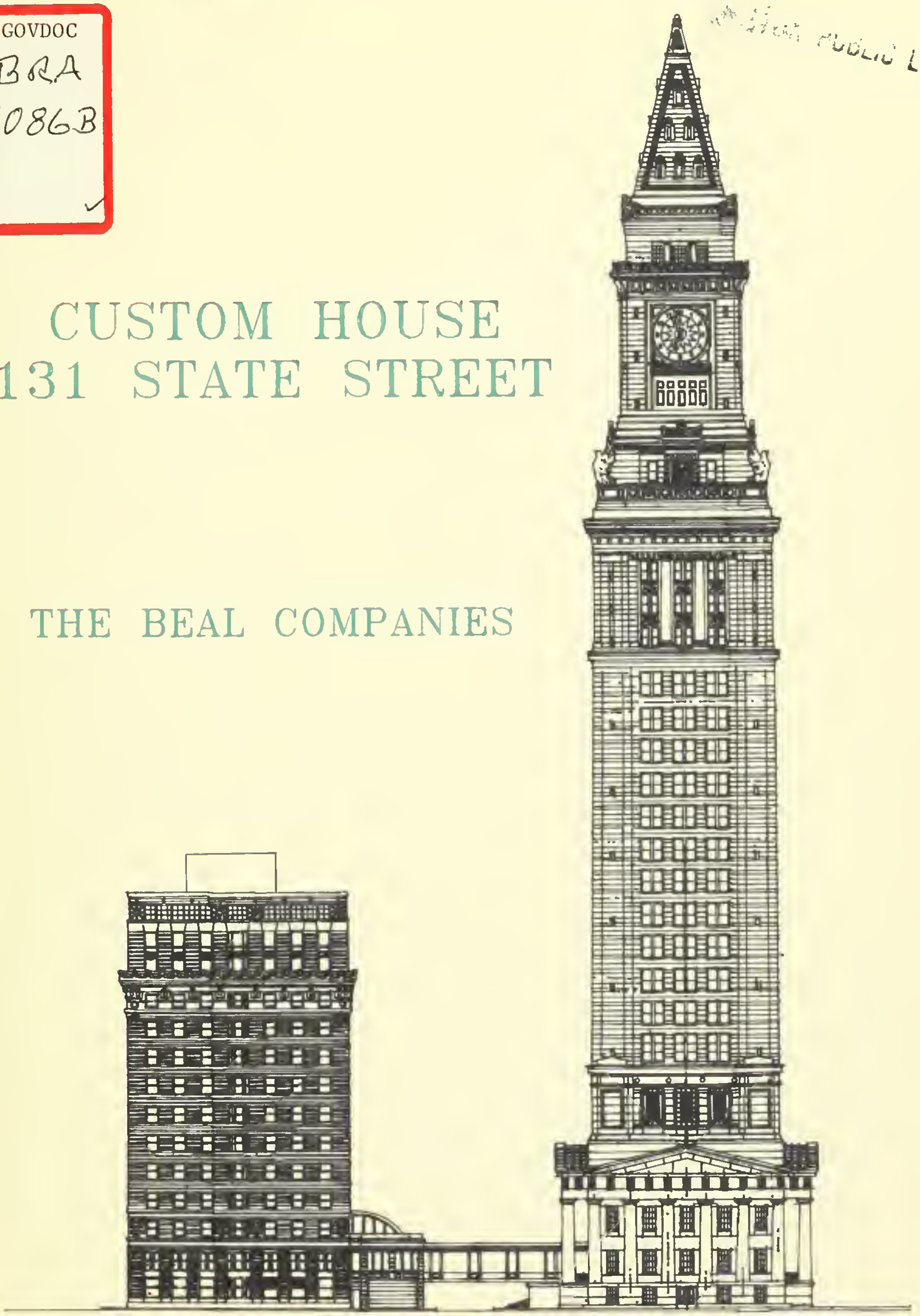
131 STATE STREET

THE BEAL COMPANIES



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July 16, 1991 Balsam Proposal 3950

Mr. George L. McGoldrick, Jr.
Vice President
The Beal Companies
177 Milk Street
Boston, Massachusetts 02109-3410

RE Proposal to Provide Asbestos Management Consulting Services in Support of the Custom House, 131 State Street Project

Dear Mr. McGoldrick:

Balsam Environmental Consultants, Inc. (Balsam) is pleased to provide our proposal to the Beal Companies (Beal) for Asbestos Design and Abatement Services for the Custom House/131 State Street project. We would welcome the opportunity to work with your organization and your project architect, Jung/Brannen, on this landmark project.

Balsam is a full-service environmental consulting firm based in Salem, New Hampshire providing services in asbestos management, asbestos laboratory, industrial hygiene, environmental engineering, and environmental sciences. Balsam's staff is composed of approximately 85 professionals including registered Professional Engineers, Certified Industrial Hygienists, industrial hygienists, certified asbestos specialists, chemists, geologists and environmental scientists. Balsam is recognized in the environmental field for achieving clients' objectives, providing high-quality service and completing project work on time and on budget. Balsam is well qualified and experienced in all aspects of asbestos consulting services including conducting extensive facility surveys, designing abatement projects, coordinating day-to-day operations, preparing project specifications and bid documents, providing construction management services and monitoring abatement contractors during asbestos removal operations. Balsam carries professional liability insurance in the amount of $1 million. Insurance certificates are contained in Appendix D.

Balsam understands that project cost and schedule are critical considerations in this asbestos abatement program. Balsam's objectives will be to minimize costs and to complete the work on a timely basis by:

- Developing a creative approach to abatement that will abate only those asbestos-containing materials (ACM) that will be impacted by the proposed renovation.

- Effectively interfacing trades (demolition and asbestos contractor) so that lower priced labor can be used for certain tasks.

- Close monitoring of the abatement contractor to ensure adherence to project schedule.

- Inclusion of regulatory agencies early in the design process.

Balsam is recognized in the environmental field for achieving clients' objectives, providing high-quality service, completing work on time and on budget, and, in many instances, providing cost savings to our clients. Section 4.0 of this proposal documents our track record in meeting or exceeding our clients' objectives.

Balsam's project team is comprised of individuals with extensive experience on projects similar in scope and character to the Custom House/131 State Street project. Our project management and field personnel are EPA accredited asbestos inspectors/management planners, designers and project monitors and are licensed in the Commonwealth of Massachusetts.

In summary, Balsam has the project management expertise, the successful track record in meeting client objectives, the highly qualified and experienced staff, the local experience, and the creative design cap ability to produce a cost-effective, timely and smoothly executed abatement program.

We thank you for the opportunity to submit this proposal and look forward to further discussing our approach to the work and potential cost options in person. We have included three copies of the proposal for you, Sandra Schwalb and Brian McKenna.

Sincerely,

Stephen W. Connelly blf
Stephen W. Connelly
Vice President, Asbestos Management Services

Douglas R. Lawson bf
Douglas R. Lawson, Ph.D., CIH
Vice President

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enc.

PROPOSAL TO PROVIDE ASBESTOS MANAGEMENT CONSULTING SERVICES IN SUPPORT OF THE CUSTOM HOUSE 131 STATE STREET PROJECT

Prepared for:

Mr. George L. McGoldrick, Jr.
Vice President
The Beal Companies
177 Milk Street
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Prepared by:

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July 16, 1991
Balsam Proposal 3950:S5859

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PROPOSAL TO PROVIDE
ASBESTOS MANAGEMENT CONSULTING SERVICES
IN SUPPORT OF
THE CUSTOM HOUSE
131 STATE STREET PROJECT

1.0 INTRODUCTION

Balsam Environmental Consultants, Inc. (Balsam) is pleased to submit this proposal to provide professional consulting services in support of the Beal Companies' (Beal's) project to remove asbestos-containing and contaminated materials (ACM) from the Custom House and 131 State Street buildings in preparation for a major renovation to both buildings. Balsam will work closely with Beal to meet the overall project objective to complete the asbestos abatement work in a timely and cost-effective manner.

In this proposal Balsam proposes a quality oriented and creative technical approach to achieve the stated project objectives. Professional disciplines represented on the Balsam project team include registered Professional Engineers, Certified Industrial Hygienists, Abatement Project Designers, Abatement Monitors, and Construction Managers.

Balsam offers Beal the following benefits:

1. **Significant Project Management Experience**

   Over the past five and one-half years, Balsam has successfully managed asbestos design and abatement projects with a construction value in excess of $25 million including six or more projects with individual values over $1 million.

2. **Consistent record in providing cost-savings to clients and in meeting or exceeding project schedules**

   - Balsam developed an innovative approach to asbestos removal on a Cambridge high-rise for the Badger Company reducing the overall abatement cost from $4 million to $1 million and shortening the project schedule from nearly three years to approximately one year.

   - Balsam saved Allied/Federated Department Stores $250,000 on a $2 million asbestos removal project for the Jordan Marsh store in downtown Boston by working closely with the regulatory agencies to gain approval for an alternate method for removal of asbestos-containing floor tile.

   - By working with the engineering consultant to design the re-routing of new plumbing and electrical systems (and thus minimize the impact on asbestos-containing pipe insulation). Balsam reduced asbestos abatement costs from over $400,000 to approximately $80,000 on a building renovation program in Montrose, New York.

3. **Local Experience**

   Although Balsam has provided asbestos management services to clients throughout the eastern United States, 80 percent of our work is focused in the New England area with much of it in the major metropolitan areas of Boston, Hartford, Providence and Portland. Some of Balsam's Boston area projects are 28 State Street, Jordan Marsh Downtown Crossing, New England Medical Center and the Badger Building in Cambridge. Balsam has experience with the major asbestos abatement contractors in the greater Boston and New England area - in fact, as part of work with Jordan Marsh, and are routinely required to review contractors' past performance records, regulatory compliance experience, and financial stability prior to award of a contract.

4. **Highly-qualified staff certified and licensed in the Commonwealth of Massachusetts**

   Balsam's ability to provide its clients with significant cost savings is directly attributable to the staff's high level of experience and extensive knowledge of the asbestos management disciplines as well as construction oriented approach to abatement issues. Because Balsam's proposed project staff has "done it on other projects" we can offer Beal the ability to:

   - Develop creative approaches to abatement methodology;

   - Minimize add-ons and contract modifications;

- Negotiate effectively with regulators; and
- Efficiently interface trades so that asbestos abatement contractors (and their inherently higher labor costs) are used solely on those contracting tasks that absolutely mandate their use. We have often phased construction activities so that, for example, demolition contractors can be brought in for some of those tasks that were originally planned for the asbestos contractor. This may be a consideration for the Custom House/131 State Street Project.

5. Excellent working relationship with regulatory agencies which will be involved in this project

Balsam has worked with all of the regulatory agencies that will be involved in this project including the U.S. Environmental Protection Agency (EPA) and Occupational Safety and Health Administration (OSHA) (federal); Department of Environmental Protection (DEP) and Department of Labor and Industries (DLI) (state); and the Boston Public Health Department (municipal).

6. Extensive experience in managing high-visibility projects including asbestos abatement within historic structures

In the past five years, Balsam has designed and managed asbestos abatement projects with a total value of over $10 million for the State of Maine. This program has included a number of historic structures of similar vintages to the Custom House/131 State Street building.

Included in this program was the Governor's Mansion in Augusta, Maine. Due to the historic nature of the building and the fact that daily tours are conducted for the general public, the state requested that Balsam minimize visibility of the project. Balsam constructed the exterior decontamination area to match the facade of the mansion so that it appeared to be part of the building so that no-one was aware that abatement activities were in progress.

2.0 PROJECT APPROACH

2.1 KEY PROJECT CONCERNS

Based on our conversations with Beal and Jung/Brannen staff, it is clear that the project schedule and cost are key factors in making this project work. Balsam will be attentive to both issues through development of an efficient abatement design and through close monitoring of the abatement contractor to ensure adherence to the project schedule. Close interaction with Beal and Jung/Brannen staff will be important for interface of project phasing and minimizing work delays and contractor add-ons. Over the past two years no Balsam managed abatement project has resulted in abatement construction add-ons as a result of vagueness or omissions in Balsam's specification.

From our meetings with Beal we understand that the primary program objective is to undertake the abatement of only those asbestos-containing materials (ACM) which will be impacted by the proposed renovation project. Equally important is an understanding that ACM not impacted by renovation will be left intact to minimize the abatement cost.

2.2 FAMILIARITY WITH THE CHARACTER OF THE WORK

Balsam has become familiar with the physical character of this project through careful review of the building survey documents and supplemental information provided by Beal and Jung/Brannen staff. We have supplemented that information with three site visits to the two buildings included in this project.

On June 19, 1991, the Balsam project team including Stephen W. Connelly, our proposed Officer in Charge, and James W. Bouquet, P.E., our Senior Design Engineer, and Douglas R. Lawson, Ph.D, CIH our Senior Technical Reviewer, visited the project site. Walking through the project site with George McGoldrick,

the Beal Project Manager, we were able to visually assess the two buildings and become acquainted with the program objectives.

On our site walk-through, we viewed two separate buildings which present two distinct profiles. The Custom House contains a significant quantity of friable ACM on the basement level in the form of thermal system insulation including pipe, duct, and boiler covering. The boiler room ceiling was also identified as containing ACM and may or may not be removed based upon a number of design considerations still to be resolved. The upper floors contain primarily ACM pipe insulation located both in a pipe chase and as open risers in individual rooms. A boiler stack located between floors 20 through 29 was also found to be insulated with ACM.

During a previous survey conducted at the Custom House, no samples were collected to evaluate the presence of asbestos in non-friable materials such as plaster, floor tile and mastic. It is our understanding that, wherever possible, these materials will remain in place. During our site visit we collected 8-10 samples of plaster, floor tile and mastic which were analyzed in our laboratory. None of these samples was found to contain asbestos. As part of the design phase of this project we would collect and analyze additional samples to further characterize the asbestos content of non-friable materials to assist in decision making regarding removal options.

The property at 131 State Street had already undergone an asbestos abatement project on the basement level. The upper floors presented a variety of suspect materials, many of which have not been previously sampled. Most of the steam risers have been enclosed but are easily accessible for removal on an as-needed basis since not all risers were previously identified as containing asbestos. Discussions with Sandra Schwalb indicated that many of these enclosures may need to be removed to increase room size at the request of the hotel operator. If this is the case, then use of non-asbestos workers to perform demolition activities

will reduce the asbestos abatement cost. Interface of these trades will be a significant issue regarding cost and maintaining the project schedule.

Some non-friable material such as floor tile had been sampled on some floors while not on other floors and no suspended ceiling tile or plaster had been previously evaluated. Plans call for additional floors to be constructed on this building while leaving the roof intact; however, various penetrations will be required for structural supports. If the roof material is determined to contain asbestos, it will be addressed during the design stage of the project. As with the Custom House, no ACM will be removed from this building which is not impacted by the renovation project.

As a follow-up to our site visit on June 19, 1991, Douglas Lawson, visited the offices of Jung/Brannen, the project Architect, to review available information on the project as well as to discuss issues such as specification format, AutoCAD software and related interface issues. James Bouquet subsequently visited the project site on June 26, 1991 to develop preliminary abatement cost data to be used by Beal for budgetary and planning purposes.

2.2.1 Sensitivity to the Project Setting

As a result of our site visits to the two buildings and conversations with project management staff, Balsam is thoroughly cognizant of the sensitivity of this project. Both buildings are historically significant and this will be a project with very high-visibility. It is therefore essential that Balsam designs and carries out an asbestos abatement project that will maintain a low profile.

Balsam will address these sensitivity and visibility issues through close coordination with project management and regulatory agencies prior to the initiation of on-site construction work. If desired by Beal, other steps such as no

exterior signage and off-hours work could also be considered to reduce the visibility of asbestos abatement work.

2.3 CREATIVE APPROACH

Complex asbestos abatement projects such as the Custom House/131 State Street project require creative approaches to allow the project to be completed in a cost-effective and timely manner with minimal disruption to planned renovation schedules. The Balsam project team offer Beal the technical capabilities, creative design expertise and knowledge of abatement contracting to accomplish these goals.

While it is not possible for Balsam to develop a complete project design during this stage of the proposal process, we would like to illustrate our insight into the project and our creative design capabilities by selecting several components of the project, which are of concern, for conceptual design and discussion.

2.3.1 Design Options

Custom House

Balsam proposes to approach asbestos abatement of the Custom House with a design goal of reducing overall removal and disposal costs. In developing a cost-effective abatement approach, a clear understanding of architectural considerations is required. From our discussions with Brian McKenna of Beal and Sandra Schwalb of Jung/Brannen, Balsam is comfortable with our understanding of the proposed architectural scope of work and the need for flexibility in developing the final abatement design. Some of these architectural considerations include removal of the interior walls, removal of the building mechanical systems, including heating and plumbing, and the intent to preserve the existing plaster ceilings.

In considering Beal's intent to abate only that ACM directly impacted by the proposed renovation, Balsam proposes the use of two abatement procedures on a typical floor. The first of these procedures is the removal of friable ACM insulation on plumbing and heating pipes and the boiler stack flue. Additionally, precleaning of visible ACM debris would be recommended. The second abatement activity is that of enclosure/encapsulation of floor tile and mastic which is determined to contain ACM. It is our understanding that several of the upper floors will be raised to accommodate window viewing. With proper precautions this raised floor can be constructed directly over the vinyl asbestos tile (VAT) by non-asbestos workers. In areas where the floor is not to be raised, carpeting or new hard flooring on plywood may be placed directly over the existing VAT. Cost savings for this portion of the project, by leaving the VAT in place could exceed $200,000.

For a typical floor, removal of the friable ACM insulated pipes should be separated into two categories. The first category would include the individual risers supplying the heating units around the perimeter of each floor. These secondary risers are branched off from the main risers on the fourth (dome) floor and extend upward. The second category includes piping and the flue enclosed within the existing pipe chases that runs the height of the building.

An abatement of the risers located in individual rooms may be accomplished by one of two methods. Following establishment of critical barriers, negative air and a contiguous decontamination unit, insulation on the riser can be wrapped in two layers of 6-mil polyethylene plastic and labeled as ACM. The piping could then be cut from the floor above without the removal of any ACM and the entire package then disposed of as asbestos waste. A second option would be to conduct a glovebag removal of all the ACM insulation from each riser and then the ACM and pipe would be removed and disposed of separately. Work would still have to be performed with critical barriers, negative air and a decontamination unit in place. A preliminary cost comparison of these two approaches for a typical floor indicates

that cutting and wrapping the pipes may be more cost effective with estimated savings of approximately $1,500 per floor. To offset the need for the demolition contractor to remove and dispose of the previously abated piping, Beal may want to consider bidding the cutting and wrapping of the risers as an alternate to allow for a direct cost comparison between this method and the more traditional glovebag removal method.

Main Pipe Chase

The pipe chases should be treated separately from the risers contained within individual rooms on each floor. Separate containments comprising three to four floors each would be constructed. The decontamination unit would typically be placed on the lowest floor included in the containments with individual waste pass-outs constructed on each of the upper floors. Personnel access would be from the lower floors via ladders. A temporary floor would be constructed to cover the opening on the lowest floor in the containment. The ACM insulating material would be abated, bagged and removed from the work area through the individual waste pass out units.

ACM West Removal

There are also options for removing the asbestos waste from the building. One option would be to use the existing flue as a pathway to lower the waste from the upper to the lower floors. Use of this method would require the removal of the material from the lower level of the flue and maintaining control of the bagged waste during the lowering process. EPA regulations would require that the flue be treated as an asbestos containment area and be placed under negative pressure with a waste pass-out chamber constructed at the exit. While this approach is feasible, it may be more costly than transporting the material by means of the elevators and should be further evaluated during the design process.

131 State Street

During our preproposal walk-through, we reviewed the 11th floor of 131 State Street as being typical of the other floors in the building. The removal of ACM from piping in the fabricated wall chases is straightforward and can be accomplished without extensive damage to the adjacent wall. If, as indicated by Sandra Schwalb, piping contained in brick chases is required to be removed to enhance room size, coordination of demolition and asbestos abatement worker activities would be critical to minimizing both cost and schedule for this task.

We also observed piping behind walls in the common bathroom areas as well as insulated plumbing within some of the columns which would have to be treated on a case-by-case basis. If Beal elects to remove the floor tile and mastic to reduce overall weight, these materials may have to be evaluated and treated as ACM depending on analytical results. Leaving this material in place could significantly reduce asbestos removal and disposal costs, potentially by as much as $250,000. If some of the floor tile is required to be removed as ACM, Balsam would endeavor to get approval from EPA for an alternate removal technique, as we did for the Jordan Marsh downtown store, which could be expected to reduce abatement costs by approximately 50 percent.

The main plumbing chase could be abated similarly to the main pipe chase in the Custom House. We understand that there is no anticipated abatement work planned for the basement of this building due to a prior asbestos abatement project. The roof of 131 State Street will not be removed as part of the renovation project as new floors will be built directly over the existing roof. However, where the roof has to be cut to allow the tie-in and placement of new structural steel for the upper floors, roof removal in these select areas may have to be treated as an asbestos removal project. Balsam would evaluate the roofing material composition during the design process. If the asbestos insulated roof piping and mechanical units are impacted by the addition of the upper floors, this material may also have

to be removed. However, if the upper floors can be constructed without impacting these items, they could be left in place, thus reducing abatement costs.

2.3.2 Construction Sequencing and Scheduling

A key to the successful completion of a complex asbestos abatement project such as the one planned for the Custom House and 131 State Street is the ability of the asbestos abatement consultant to establish and maintain effective coordination and communication between involved parties. Coordination between the affected parties must be undertaken prior to the initiation of design work by developing a clear understanding of what ACM may be impacted by the project.

Key individuals, from Beal and Jung/Brannen along with Balsam, form the project team. The team for this project is anticipated to include Mr. George McGoldrick and Mr. Brian McKenna, of Beal, Ms. Sandra Schwalb, the project architect for Jung/Brannen, and Balsam project staff.

Liaison with federal, state and local regulatory agencies early in the project design process will allow for the development of a design that, while complying with regulations, is not over designed, resulting in unnecessarily high contractor bid prices. Once the project is underway, it is anticipated that a Massachusetts Department of Labor and Industries (MDLI) inspector will visit the abatement project site several times. If MDLI has been included in the project early on in the design phase, these site inspections should prove to be routine and delays to the contractor's performance of the planned work should be minimal.

Once the project team has been identified and lines of communications established, coordination among the team members will be maintained through scheduled weekly project meetings, telephone conferences and a standardized distribution list for Balsam generated memoranda and meeting minutes. Copies of correspondence

will be distributed to project team members providing a permanent record and the opportunity for feedback.

A project phase-date (Gantt) chart will be developed at the inception of the project and updated throughout the design, bidding and construction phases of the project. We use TIME LINE, a computerized project management tool (offered by Symantec Corp.) for establishing a management strategy, project scheduling, and tracking costs.

Initially prepared during the design phase to model the feasibility of the project's proposed schedule, the chart will provide a mechanism to monitor project progress. A TIME LINE management schedule will be developed by Balsam for review by Beal and Jung/Brannen prior to initiating work on this project. The project specifications would require the abatement contractor to develop his own management chart to evaluate the feasibility of the proposed project schedule.

An example of a phase/date bar chart developed for a similar size abatement project using our TIME LINE computer project management program is included as Figure 1. While this chart is only an example, Balsam will develop a working project schedule for the Custom House/131 State Street project during the project design phase. This schedule will be modified accordingly as design phase progresses.

Following the abatement contract award, the abatement contractor and subcontractors will become key members of the project team. During the construction phase of the project, coordination and communication will be maintained through the Balsam Program Manager and the on-site Project Monitor. These individuals would be in constant contact with the contractor, Beal and Jung/Brannen.

Weekly progress meetings between the members of the project team at the project site will allow for reviewing the project schedule, resolving potential conflicts, and planning for future project activities. Balsam would prepare minutes of each meeting for distribution and comment by the project team members.

3.0 PROJECT SCOPE OF WORK

Balsam has developed a four-phase scope of work for this project which is based on our understanding of the program objectives and the anticipated needs of Beal and Jung/Brannen. Balsam will meet these needs through the use of an engineering approach to the design of this project. Following development of the project plans and specifications by a registered Professional Engineer, they will be reviewed by a principal of the firm and then presented to Beal. Following review by Beal and Jung/Brannen these documents can be used by abatement contractors to bid this project.

It has been our experience that a well written specification aids in soliciting lower contractor bids and reduced add-ons or project modifications. Over the past two years we have not had a single contractor add-on resulting from an omission or vagueness in an abatement specification.

Once the project starts, Balsam's Project Manager and Project Monitor will monitor that work progress in accordance with the specification, thereby ensuring the timely and efficient completion of the construction phase of this project.

The four phases of this project as determined by Balsam are as follows:

PHASE I - PROJECT DESIGN PHASE

Balsam will prepare a set of abatement plans and specifications to address removal of impacted ACM from the two buildings included in this project. Balsam has the capability of utilizing a number of different specification formats, and a decision on which format will best serve the needs of this project can be made in conjunction with Beal and Jung/Brannen.

Balsam will develop abatement drawings of typical floors (approximately 8) that clearly identify affected areas in a computerized AutoCAD format. Based on our conversation with Sandra Schwalb, Jung/Brannen has the capability to utilize AutoCAD software; however, they have not yet made a decision as to whether they will utilize a computer-aided drafting system for this project. If they should use the AutoCAD drawing format, Balsam will be able to transmit drawings for inclusion in project specifications by diskette or modem, as well as hard copy. These drawings will show project phasing, containment area location and construction, number and locations of HEPA exhaust units and decontamination facility placement. Sample AutoCAD drawings are contained in Appendix B.

Balsam will prepare performance specifications that identify removal procedures and methods. Specifications will address work practices, site conditions, project phasing and schedules. Specifications will be in sufficient detail such that, with the design drawings, they will form the basis for the submittal of bids by abatement contractors.

As requested by Beal, Balsam will also prepare the necessary bidding documents suitable for soliciting competitive bids from asbestos abatement contractors. Balsam will prepare the plan specifications and bidding documents within eight weeks following a notice to proceed. Documents will be submitted for review by Beal and Jung/Brannen at the conclusion of this phase.

A detailed construction budget will be prepared reflecting the costs of all tasks specified in the scope of work and covered in the construction documents. It is our understanding that formal meetings will be held during the design phase only occasionally and most meetings will be on site when questions arise relative to specific site conditions.

PHASE II - BIDDING PHASE

Balsam will assist in the bidding process to select an abatement contractor. Balsam will prepare a list of qualified bidders, participate in the conduct of the pre-bid meeting and walk-through, assist in the preparation of addenda as warranted and aid Beal in the bid opening process. As a result of our previous work on similar projects with private sector clients, state governments, municipalities and school districts, we are experienced in preparing bid packages for a project of this type. We also have significant experience with the major abatement contractors in the Boston area and can assist Beal in evaluating contractor track records and regulatory performance. As part of our work for the Jordan Marsh store in Boston, we were required to review several contractor's past performance records, regulatory compliance experience and financial stability.

Balsam will also attend a pre-construction meeting as part of this phase of the project.

PHASE III - ABATEMENT MONITORING PHASE

During the construction phase of the abatement project Balsam will provide a variety of services in support of the project.

Submittal Review

The following information provided by the asbestos abatement contractor will be reviewed by Balsam's project manager and a CIH or P. E. prior to initiating work at the project site.

- Abatement plans: These plans will be based on abatement drawings of the decontamination facilities and their locations, and work area isolation plan with layout of engineering controls (e.g., HEPA filters, etc.), and will describe how the contractor will manage aspects of the project such as

security program, routing plan for removal of contaminated materials from the building, and a listing of all tools, equipment and supplies proposed for use during the abatement project.

- Description of protective clothing and approved respiratory protection systems to be used.
- Explanation of decontamination sequence to be used.
- Description of asbestos stripping, removal and disposal methods to be used.
- Description of the final clean-up procedures to be used.
- Proposed landfill for disposal of waste material and procedures for disposal and hauling to disposal sites.
- Emergency procedures plan in the event an abatement worker is injured and/or becomes ill during the course of performing work.
- Notification to regulatory agencies regarding the abatement schedule and other pertinent information necessary to review that the contractor has obtained all necessary permits and approvals.

Abatement Project Monitoring

Balsam will provide trained, experienced and licensed asbestos Project Monitors to monitor airborne fiber levels and to verify adherence to project specifications during the performance of abatement activities. In addition, the Project Monitor will be knowledgeable of the specification for this project and of the Commonwealth of Massachusetts, EPA and OSHA regulations as they apply. If problems arise, the Balsam Project Monitor will notify the Beal representative, who will have the authority to stop the abatement work at any time it is determined that conditions are not within the specification, or that a health hazard might exist for other employees or building occupants, or the potential exists for contamination of the environment.

The Project Monitor's specific duties on site will include:

- Documentation that the asbestos abatement contractor is performing work in accordance with accepted industry procedures and the project specifications.

- Monitoring of air quality conditions throughout the removal process by collection and on-site analysis of air samples by phase contrast microscopy (PCM) to evaluate airborne fiber levels in the work area as well as areas in close proximity to abatement activities. Balsam's laboratory is accredited by the National Voluntary Laboratory Accreditation Program (NVLAP) and American Industrial Hygiene Association (AIHA). Laboratory accreditation certificates are included in Appendix C.

- Observing that the contractor adheres to project specifications, including the integrity of containment barriers, the implementation of proper engineering controls (i.e., HEPA exhaust systems), the following of respiratory protection requirements, and compliance with any other aspects of the abatement process that may impact the health and safety of personnel and the pollution of the environment.

- In conjunction with the abatement contractor's superintendent, completion of a visual evaluation after the cleaning of each abatement work area to observe that ACM has been effectively removed as required in the project specifications. After inspecting about ten locations at random, a decision will be made whether to complete a detailed inspection. If the presence of asbestos is determined during the random inspection, the contractor will be informed that complete recleaning is necessary before any further inspection can occur. Once a detailed inspection is initiated, then spot cleaning by the contractor will be in order. Once the work area is certified as clean, the asbestos abatement contractor will be allowed to begin a "lockdown" procedure in that work area.

- After completion of visual inspection and lockdown procedures, performance of aggressive air sampling using leaf blowers to certify that the work area meets clearance levels as required by the project specifications. The work area will be certified as clean when total airborne fiber concentrations are found to be not greater than 0.01 fibers/cubic centimeter of air (f/cc) using Phase Contrast Microscopy (PCM).

- After clearance is obtained, observance of the removal of barriers and disposal of same in sealed plastic bags designated as asbestos waste. A final check in conjunction with the Beal representative will be made to assure that no dust or debris remains on surfaces as the result of dismantling operations.

- Project progress documents including, but not limited to, any substitutions, field orders or change orders will be submitted during the course of the abatement project on a periodic basis.
- Periodic meetings will be scheduled, as needed, with Beal staff to inform them of the progress of the project as a means of ensuring the proper scheduling and organization of abatement activities.
- During the course of the abatement project work, Balsam will update Beal regarding the progress of the work and will advise the Project Manager to approve, delay or reject the contractor's invoices.

PHASE IV - PROJECT DOCUMENTATION PHASE

Project Documentation

A periodic progress report will be submitted to Beal documenting monitoring activities and the progress of the abatement contractor. The progress report will also include laboratory reports containing air sample analysis results.

Within four weeks after the completion of this project Balsam will provide a project documentation package to Beal. The Documentation of Records report will include the following:

A. Introduction and summary of the project - independent industrial hygienist report

B. Methods, findings and conclusions

C. Air sample data sheets

D. Sample analysis laboratory reports

E. Daily log sheets - chronologically documenting the activities of this project

F. Pre-abatement, daily and final checklists and inspection reports

G. Abatement contractor certifications, licenses, health clearance and training records

H. Contractor abatement plan and material specifications

I. Permits, notifications and signed disposal site records indicating that logged materials have been accepted at the identified site.

4.0 ASBESTOS MANAGEMENT PROJECT EXPERIENCE

Balsam has extensive experience and technical competence in each of the project phases proposed to meet the program objectives for this project. Balsam demonstrates full capabilities in the asbestos management profession by utilizing a combination of Professional Engineers, experienced construction managers, Certified Industrial Hygienists and computerization expertise to achieve project objectives. Balsam maintains the in-house capabilities to respond to the program objectives outlined in Section 3.0 of this proposal and therefore does not plan to utilize any subcontractors.

Balsam has previous experience working for private sector clients throughout New England and the eastern United States. In the Boston area we have an ongoing relationship with the New England Medical Center Hospitals and are currently managing a major abatement project for the Badger Company in Cambridge. We have provided extensive services to Electric Boat Division in Groton, Connecticut and Quonset Point, Rhode Island and are involved in all aspects of asbestos management for Allied/Federated Stores throughout the Jordan Marsh and Bloomingdale's Divisions.

We have managed complete asbestos abatement programs for over a half dozen projects valued in excess of $1 million, and have ongoing management responsibility for all facets of the state of Maine's asbestos program, which conducts nearly $6 million annually in abatement projects. We believe that the experience gained during these previous asbestos management projects will be directly beneficial to the proposed project and will allow us to provide responsive service with regard to each work assignment.

4.1 REPRESENTATIVE PROJECT EXPERIENCE

Balsam's value to this project is in our ability to meet your program objectives. The following representative projects describe how we have provided a value added service to clients in specific instances by developing creative solutions to reduce costs, accelerate schedules, reduce project visibility, or minimize disruption to building operations. Many of these project examples are similar in scope, character and magnitude to the Custom House/131 State Street project.

Jordan Marsh Department Store, Downtown Boston, Massachusetts

Client: Allied Stores Corporation/Federated Department Stores

Balsam has managed over $2 million in asbestos abatement work at the Jordan Marsh store in Downtown Boston - a building similar in character to 131 State Street. The project entailed close regulatory scrutiny and was highly visible as a result of union involvement and accessibility of the general public. Balsam worked closely with the regulatory agencies from the outset to facilitate the development of a design that was cost-effective and maintained a low visibility while complying with the regulations.

Project Accomplishments:

- Saved client $250,000 by negotiating an alternative approach with regulatory agencies to removal of asbestos-containing floor tile.
- Eliminated necessity for shutdown of retail space by conducting abatement work on exacting schedules during off-hour periods.
- Minimized project visibility.

High-Rise Building, Cambridge, Massachusetts

Client: The Badger Company/United Engineers and Constructors

In 1990, the Badger Company was required to install a sprinkler system at their fifteen-story headquarters building in Cambridge. Built in the late 1960's, the structural steel was coated with sprayed-on asbestos fireproofing. Original estimates for complete removal of the asbestos were in excess of $4.5 million. The construction plan called for each floor to be vacated, all of the asbestos on each floor to be removed and the sprinkler system installed - a laborious and lengthy process that would have taken over three years to accomplish. In addition, Badger

would have been hard pressed to move employees and shut down floors in the midst of a very heavy workload. Such a series of moves was estimated to cost them nearly $100,000 per day in lost revenues.

In conjunction with Badger and United Engineers and Constructors, Balsam developed an innovative approach involving a spot abatement of sprayed-on structural fireproofing. All work is accomplished after normal working hours without the need to vacate floors on which work is being conducted. Immediately following a spot removal in a given area, the sprinkler system contractor installs the sprinkler piping. By interfacing trades and completing all phases of the project in a given area in one night, a further cost savings was accomplished for the client. This approach will allow Badger to complete the project in less than half the initially planned time and approximately one-quarter of the anticipated cost with little or no disruption to building staff. Balsam believes that interfacing the demolition contractor and asbestos contractor on the Custom House/131 State Street project could provide the Beal Companies with significant cost savings.

Project Accomplishments:

- Saved client 75 percent of originally estimated $4.5 million asbestos removal cost.
- Reduced abatement/sprinkler installation schedule from three years to one year.
- Eliminated necessity for vacating floors and interrupting project work.

Downtown Boston High-Rise, Boston, Massachusetts

Client: Gaston & Snow

Balsam was retained by Gaston & Snow to review the findings of an asbestos survey and evaluate the appropriateness and cost efficiency of abatement activities undertaken in a high-rise building located on State Street. Balsam's responsibilities included a survey if the building to confirm the condition of asbestos-containing materials. Subsequently the client requested that Balsam review the abatement specifications as well as Operations & Maintenance (O&M) plans regarding cost-effective implementation.

Project Accomplishments:

- Provided advice to client regarding cost-saving measures which could be implemented to minimize abatement activities conducted in conjunction with renovation projects.

New England Medical Center, Boston, Massachusetts

Balsam was initially retained by this client to provide abatement design and construction phase services for asbestos removal in conjunction with a building renovation project. As a result of our on-time and on budget performance on that project we were retained to provide similar services on a second renovation project. At this time we are developing a worker awareness training program and have undertaken a series of renovation-related major abatement/demolition projects to take place in 1991 and 1992.

Project Accomplishments:

- Consistent on-time on-budget performance on fast-track projects.
- Provided rapid response to support multiple projects in a cost-effective manner in a sensitive environment.
- Interfaced construction trades with asbestos abatement activities to reduce schedules and minimize the impact on normal hospital operations.

Major Renovation Project, Boston, Massachusetts

Client: Massachusetts State Agency

On the basis of a creative, cost-effective design approach, Balsam was selected by a Massachusetts State Agency to provide asbestos abatement design and monitoring services for the $1.5 million complete removal of ACM from a Central Heating Plant (CHP) facility. Complicated phasing and staging was required since portions of the facility had to remain in operation during the abatement project.

Project Accomplishments:

- Necessity for involvement of engineering and construction oriented approach to accomplish client objectives in maintaining the CHP in a normal operating mode.
- Extensive interface of trades to accomplish demolition work required to access certain asbestos-containing pipe covering and renovation work to replace pipe insulation and floor tile immediately following asbestos removal.
- Development of a rigorous work schedule to complete each phase in sequence with other work planned for the facility.

Governor's Mansion, Augusta, Maine

Client: State of Maine, Bureau of Public Improvements

The Governor's Mansion is a 60,000 square foot masonry structure located in Augusta, Maine. Built in 1836, the structure is on the State and National Historic Registers. Balsam was retained by the state to manage an asbestos abatement project in the basement area. The state requested that Balsam minimize visibility of the project due in the historic nature of the building and the fact that daily tours were conducted for the general public. Balsam constructed the exterior decontamination area to match the facade of the mansion and effectively appear as if it were part of the building - no-one was aware that abatement activities were in progress. A further restraint was that the Governor required unrestricted daily access to particular areas of the basement. Balsam designed a method of staging the containment areas so that desired access could be maintained.

Project Accomplishments:

- Saved the client $40,000 on an original $200,000 estimate through creative construction sequencing and staging of the asbestos contractors's work.
- Project completed in six weeks, two weeks ahead of schedule.
- Minimized visibility on high-profile job involving historic structure.

Historic Office Building Renovation, Augusta, Maine

Client: State of Maine, Bureau of Public Improvements

The "Greenlaw Building" is an historic building constructed in the latter portion of the 19th Century. The building currently houses a number of state agencies including the State Department of Environmental Protection, which includes the state's asbestos regulators who were on site every day and were the only occupants of the building aware of the project. This project involved the removal of asbestos pipe covering from an 8 foot x 8 foot chase that penetrated the entire four-story structure as part of a major building mechanical systems renovation program. The client desired to minimize visibility of the project due to the historic nature of the building as well as the fact that it was occupied by state employees who remained in the building throughout the abatement project.

The original plan, developed by the state itself, called for the demolition of the chase walls in several locations - a costly process. Balsam was hired by the state to design and manage all of the work due to the firm's creative approach to executing previous work projects. Balsam developed a plan which contained the

project within the chase itself - thus reducing project costs, schedules and project visibility.

Project Accomplishments:

- Saved the client 40 percent on estimated project costs (final cost $110,000).
- Project completed in two and a half weeks - original schedule was six weeks.
- Minimized visibility on high-profile job involving a historic structure.

Renovation of Two Buildings, Montrose, New York

Client: Veterans Affairs Medical Center

While under contract to this client for asbestos management services in two buildings (one of five different asbestos-related projects Balsam has managed at this facility over the past three years), Balsam received plans from the engineering firm depicting the proposed new plumbing system. While reviewing the plans, Balsam staff felt that significant cost savings could be achieved by re-routing portions of the new plumbing distribution system to minimize disturbance of existing asbestos-containing materials.

Balsam worked with the engineering firm to develop an alternative piping layout, thus reducing costs by more than 80 percent. Similarly, in a sprinkler piping project that the client was undertaking, Balsam worked with the engineering firm to develop a design to minimize the impact of the proposed asbestos removal reducing costs by 50 percent.

Project Accomplishments:

- Reduced costs on two building renovation projects from $400,000 to $80,000 and from $200,000 to $100,000 by minimizing impact of renovations on asbestos-containing materials.

Asbestos Consulting in Conjunction with Renovation Programs
29 Department Stores in eight states

Client: Allied/Federated Department Stores

Over the past four years Balsam has been continuously providing asbestos consulting services to this client and has worked on projects in 29 retail stores in eight states, some 8,000,000 square feet of retail/office space. Many of the stores are located in major downtown areas (including Jordan Marsh in Downtown

Boston and Bloomingdale's in Manhattan). Balsam's responsibilities included asbestos surveys, hazard assessments, preparation of abatement plans and specifications, conduct of the bidding process and construction phase services including abatement monitoring for both abatement and reinsulation phases of each project.

The firm was recently retained for an additional five-year time-frame to manage all asbestos-related activities at Jordan Marsh and Bloomingdale's stores nationwide - some 43 locations.

Project Accomplishments:

- Saved client 50 percent on annual cost of abatement design services by developing standardized abatement specifications.
- Managed nearly $4 million of abatement work in sensitive environments.

Downtown High-Rise Renovation, Providence, Rhode Island

Client: Rhode Island Hospital Trust Bank

In preparation for a major renovation program for this 29-story downtown office tower, Balsam performed a survey for asbestos-containing materials. The first eight floors of the tower had been found in previous surveys to contain asbestos fireproofing. The remaining 21 floors were constructed with non-asbestos containing fireproofing; however, previous surveys indicated a small number of samples collected on these floors were found which contained asbestos. Two previous surveys by asbestos consultants had failed to resolve why asbestos-containing materials were appearing in some of the samples from the upper floors. Balsam determined that the building had been constructed in stages and that prior to cladding the upper 21 stores, a hurricane had blown off some of the non-asbestos fireproofing. While subsequently "patching" the fireproofing, asbestos-containing materials were used; hence, the appearance of asbestos in some of the samples from the upper floors.

Project Accomplishments:

- Determined source of asbestos-containing materials on 21 floors when two previous consultants had failed to do so and identified spot locations where ACM existed.
- Saved client over $1,500,000 by reducing some by defining contaminated areas and ultimately reducing the quantity of material to be abated during future renovation work.

5.0 PROJECT STAFFING PLAN

Balsam's senior management team assembled for this project have been responsible for providing the firm's clients with significant cost savings and reduced project schedules on many major asbestos abatement projects through development of creative options for asbestos abatement meeting established project schedules and working effectively with regulatory agencies. Balsam brings these abilities to the Custom House/131 State Street project.

In addition, our project team is comprised of key personnel who have a successful record in working together on projects similar in scope and character to the Custom House/131 State Street project. Finally, our project management and field personnel are EPA accredited asbestos inspectors/management planners, designers and project monitors and are licensed in the Commonwealth of Massachusetts.

Our project organization chart is shown in Figure 2. Complete resumes of key staff members assigned to this project are presented in Appendix A. The proposed key staff for this project are as follows:

- ***Officer-in-Charge -- Stephen W. Connelly***

  Mr. Connelly has over 20 years of experience in environmental consulting and project management. Mr. Connelly's responsibility is in the area of project implementation, including scheduling, budgeting and staff assignment. Over the past eight years, Mr. Connelly has focused on asbestos consulting services leading project efforts on many abatement projects in excess of $1 million. Mr. Connelly has directed asbestos abatement programs for many downtown high-rise buildings including the Chrysler Building in New York. Locally, his project experience includes the ongoing cost-effective program for the Badger building in Cambridge. Prior to joining Balsam, Mr. Connelly directed an asbestos inspection and abatement program for the State of Connecticut comprising 700 buildings.

- ***Project Manager -- Randal D. Ames***

  Mr. Ames has over six years of professional experience. Since 1986, he has managed asbestos abatement programs with a value in excess of $10,000,000. He has managed a number of asbestos abatement projects in Boston and was recently responsible for a project approximating $500,000 in abatement costs at a 1,000,000-square-foot downtown Boston office tower. Through this project and others, Mr. Ames has developed close working relationships with the regulatory agencies that will be involved in the Custom House/131 State Street abatement project. Mr. Ames' is also experienced in managing abatement programs for historic structures (managed first phases of a $400,000 abatement program at a major public building). Mr. Ames is certified in the Commonwealth of Massachusetts as an asbestos inspector/management planner, project designer and project monitor.

- ***Senior Technical Reviewer -- Douglas R. Lawson, Ph.D., CIH***

  Dr. Lawson is a Certified Industrial Hygienist with over 18 years of experience in providing industrial hygiene and asbestos management services to both public and private sector clients. As a Principal of Balsam Environmental Consultants, Inc., Dr. Lawson has directed to successful completion asbestos abatement programs valued in excess of $25 million, many of these projects had individual costs over $1 million. Dr. Lawson has brought his extensive knowledge and experience to bear in developing creative asbestos design solutions that have significantly reduced costs on a number of projects including Jordan Marsh in Downtown Boston (saved client $250,000 on $2 million projects) and the Badger Building (saved client over $3 million). From his involvement on Balsam's Boston projects, Dr. Lawson has excellent working relationships with all of the regulatory agencies that will be involved in this project. Finally, Dr. Lawson offers Beal experience in directing asbestos abatement for historic structures.

- ***Senior Project Designer -- James W. Bouquet, P. E.***

  Mr. Bouquet is a registered Professional Engineer (P.E.) with more than 11 years of experience. Prior to joining Balsam in 1988, Mr. Bouquet was Vice President/Operations Manager for an asbestos abatement (contracting) firms for three years. In that capacity, he conducted estimating/bidding, contract administration, and management of over 300 asbestos abatement projects. Mr. Bouquet's experience on the contracting side of the business has been invaluable to our clients in demonstrating abatement options and associated costs (Mr. Bouquet estimated the abatement costs for this proposal), developing abatement methodology which minimizes disruption to asbestos-containing materials and thus reduces costs; minimizing add-ons

and contract modifications; and, interfacing other construction trades with asbestos contractors. Mr. Bouquet's creative design for asbestos abatement on The Badger building is saving the client 75 percent of the original estimated abatement cost. Mr. Bouquet also offers Beal considerable experience in preparing asbestos abatement designs for historic structures.

- ***Construction Manager -- Roger J. Bellerose***

  Mr. Bellerose serves as field coordinator and construction manager for Balsam. He has over 12 years of on-site construction management experience in managing construction sites and crews with particularly strong experience in mechanical/electrical systems and asbestos abatement contracting. Mr. Bellerose's extensive knowledge of construction trades has facilitated the interface of trades on many of Balsam's projects which, in turn, has resulted in reduced costs and project schedules. Mr. Bellerose's relevant construction management experience includes Jordan Marsh Stores in Downtown Boston, Braintree and Burlington, Massachusetts; the Badger [high-rise] Building in Cambridge; New England Medical Center in Boston; and a major abatement program at Logan Airport.

- ***Project Monitor -- David P. Ellis***

  Mr. Ellis is an accredited monitor and inspector/management planner in several states including Massachusetts. His experience encompasses over 75 individual asbestos abatement projects ranging from short-term emergency projects to multi-million dollar high-rise building demolitions and abatement programs at complex industrial facilities. His relevant project experience includes project monitoring for the former 19-story Travelers Building (prior to demolition), The Badger building in Cambridge, the Jordan Marsh Department Store in downtown Boston and many others.

- ***Project Monitor -- Andre J. McDonald***

  Mr. McDonald has over nine years of construction-related experience. He is an accredited asbestos abatement monitor and inspector/management planner and is licensed in several states including the Commonwealth of Massachusetts. His representative experience as a Project Monitor includes the Jordan Marsh Department Store in downtown Boston, a major abatement program at the Central Heating Plant at Logan Airport, and a $4 million abatement program at Cheshire Medical Center in Keene, New Hampshire.

6.0 COST PROPOSAL

6.1 ABATEMENT COST

As part of Balsam's preparation for this proposal, we have developed a budgetary cost range for abatement of friable and non-friable ACM materials in each of the two buildings. Our focus was on friable materials, thermal system insulation, primarily, since it is not yet known which non-friable materials, floor tile and roofing, would remain and which would be removed. We have, however, included cost projections for non-friable materials based on total removal of those materials as they presently exist in the two buildings. Since it is unlikely that all floor tile and mastic will be removed under this project, these numbers should be considered as the high end and should be used for review purposes only. The costs developed by Balsam were estimated by building using the man-day method.

Balsam's preliminary abatement cost estimates, by building, are as follows:

Custom House

Item	Estimated Cost Range	Estimated Work Days*
Friable ACM	$330,000-$460,000	61
Floor Tile	$190,000	25
Mastic	$130,000	18

*Based on a crew size of 15 at a daily rate of $500.

131 State Street

Item	Estimated Cost Range	Estimated Work Days*
Friable ACM/Roof	$260,000	43**
Floor Tile	$215,000	35**
Mastic	$175,000	29**

**Based on a crew size of 12 at a daily rate of $500.

6.2 CONSULTANT COST

Balsam has developed a cost proposal consistent with the project scope of work contained in Section 3.0 of this proposal. We are providing fixed fee costs for phases 1, 2, and 4 since the scope of work for these three phases is fairly well defined at this point in time. It is not possible to provide a fixed fee for phase 3 at this time since the project duration has not been determined. We are, therefore, providing a daily rate based on an eight-hour work day and will provide Beal with a fixed fee for this phase of the project once the abatement design has been completed and the project duration established. Balsam's project fees are as follows:

Phase 1 - Abatement Design (fixed fee)	$8,300
Phase 2 - Bidding Process (fixed fee)	2,350
Phase 3 - Abatement Monitoring (fixed fee)	450*
Phase 4 - Project Documentation Report (fixed fee)	800

*Daily rate is based on an eight-hour work day and includes the collection and analysis on-site of six samples. Additional hours in a given day will be charged at $40 per hour and additional samples beyond six will be billed at $10 each.

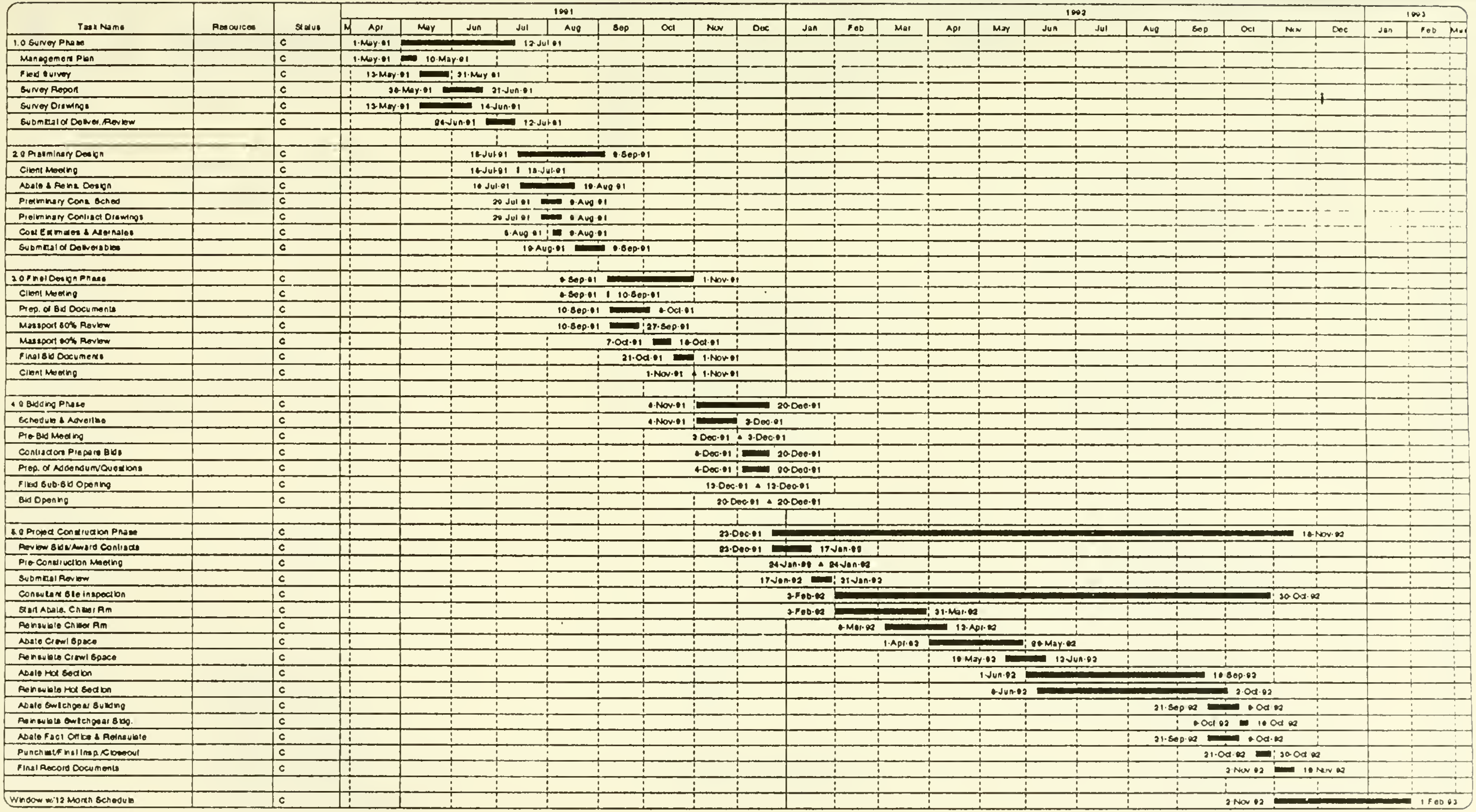

FIGURE 1

PHASE/DATE BAR CHART

BALSAM
ENVIRONMENTAL CONSULTANTS, INC.
5 INDUSTRIAL WAY, SALEM, NH 03079

PROJECT ORGANIZATIONAL CHART

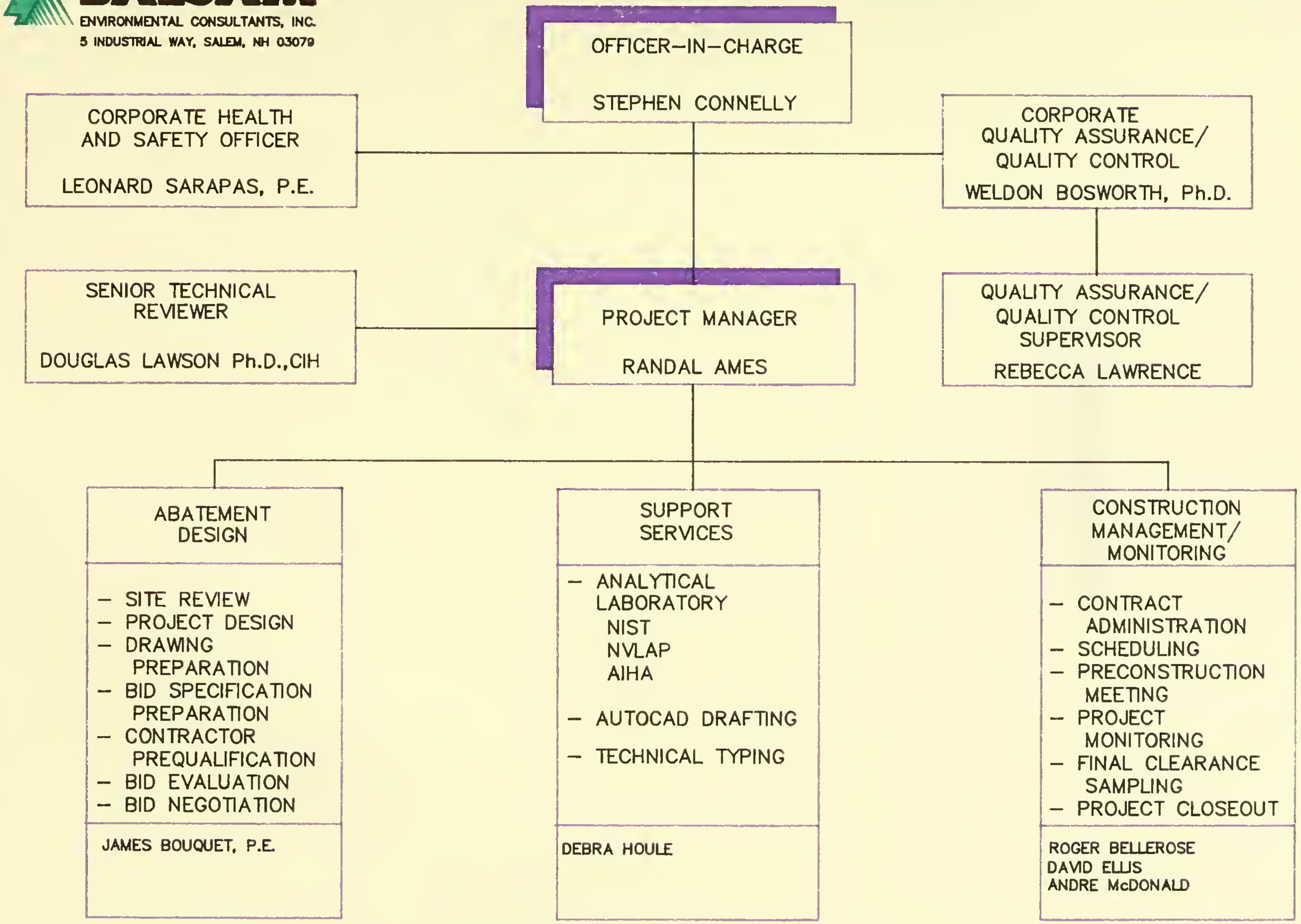

FIGURE 2

PROPOSAL #AMS-3950
CUSTOM HOUSE, 131 STATE STREET

BALSAM
ENVIRONMENTAL CONSULTANTS, INC
Engineering, Environmental Science & Industrial Hygiene

APPENDIX A

RESUMES OF SELECTED KEY PROJECT STAFF

RESUME

DOUGLAS R. LAWSON, Ph.D., CIH
Vice President

EDUCATION:

Ph.D., University of Oklahoma, 1973. Industrial Hygiene
M.S., University of Oklahoma, 1972. Industrial Hygiene
M.Ed., University of Lowell, 1971. Education
B.A., University of Massachusetts, 1968. Zoology/Chemistry

PROFESSIONAL CERTIFICATION:

Certified Industrial Hygienist (Comprehensive Practice)

REPRESENTATIVE EXPERIENCE:

Dr. Lawson has over seventeen years of experience providing occupational health and safety, and environmental management services to industry. As a Principal of Balsam Environmental Consultants, Inc., Dr. Lawson has directed asbestos abatement programs valued in excess of $25 million -- many of these projects had individual costs over $1 million. Dr. Lawson has brought his extensive knowledge and experience to bear in developing creating asbestos design solutions that have saved costs on a number of projects. His representative experience includes:

- ***Principal-in-Charge:*** **Jordan Marsh Department Stores,** Downtown Boston, Massachusetts -- $2 million asbestos abatement program for this 850,000 square foot building -- saved client $250,000.

- ***Principal-in-Charge:*** **High-Rise Building [The Badger Company]**, Cambridge, Massachusetts --$1 million asbestos abatement program -- saved client $3.5 million and reduced schedule by 2 years.

- ***Project Manager:*** **Downtown Boston High-Rise** [28 State Street], Boston, Massachusetts -- Asbestos survey, review of abatement specifications and Operations & Maintenance plans regarding cost-effective implementation.

- ***Senior Technical Reviewer:*** **Renovation Projects** [New England Medical Center] Boston, Massachusetts -- consistent on-time, under budget performance on multiple asbestos abatement assignments.

- ***Principal-in-Charge:*** **Major Renovation Project** [Logan Airport, Central Heating Plant] Boston, Massachusetts -- $1.5 million abatement program -- company selected on basis of innovative approach to construction staging.

- ***Principal-in-Charge:*** **Asbestos Abatement for Historic Building** [Governor's Mansion] Augusta, Maine -- $160,000 asbestos abatement project -- Balsam saved costs, reduced project schedule and minimized visibility [at client's request].

- ***Prinicipal-in-Charge:*** **Historic [late 19th Century] Office Building Renovation**, Augusta, Maine -- Balsam developed a plan which contained the project within an 8' x 8' chase -- reducing project costs, schedule and project visibility.

- ***Prinicipal-in-Charge/Project Manager:*** **Renovation of Six Building Complex**, Montrose, New York - Reduced costs on two building renovation projects from $400,000 to $80,000 and from $200,000 to $100,000 by minimizing impact of renovations of asbestos-containing materials.

- ***Prinicipal-in-Charge/Project Manager:*** **Asbestos Consulting in Conjunction with Renovation Programs 29 Department Stores in Eight States for Allied/Federated Department Stores** -- total abatement of ??? million past 5? years.

- ***Prinicipal-in-Charge:*** **Conversion of Mill for Boston Developer**, Nashua, New Hampshire -- Survey, design and abatement monitoring -- project completed on tight construction schedule.

- ***Prinicipal-in-Charge:*** ***Asbestos Programs for Developer - Owned Properties -- Tamposi Company***

- ***Prinicipal-in-Charge:*** ***State of Maine's School and State Facility Asbestos Abatement Program*** -- Balsam has been responsible for $12.5 million in abatement costs over the past five years.

RESUME

STEPHEN W. CONNELLY
Vice President, Asbestos Management Services

EDUCATION:

B.S., Assumption College, Biology/Chemistry

REPRESENTATIVE EXPERIENCE:

Mr. Connelly has over 20 years of experience in environmental consulting and project management. He joined Balsam in 1990 as Vice President of Asbestos Management Service with responsibility for project implementation which includes scheduling, budgeting and staff assignment. Prior to joining Balsam, Mr. Connelly was a Vice President at TRC Environmental Consultants where he worked in various senior management positions for over 16 years. Over the past eight years Mr. Connelly has focused on asbestos consulting services leading project efforts on abatement projects valued in excess of $??????? million. His representative project experience includes:

- *Officer-in-Charge:* **Jordan Marsh Department Stores**, Downtown Boston, Massachusetts -- continuing asbestos abatement program for this 850,000 square foot building.
- *Project Manager:* **High-Rise Building [The Badger Company]**, Cambridge, Massachusetts --$1 million asbestos abatement program -- saved client $3.5 million and reduced schedule by 2 years.
- *Officer-in-Charge:* **Renovation Projects** [New England Medical Center] Boston, Massachusetts -- consistent on-time, under-budget performance on multiple asbestos abatement assignments.
- *Officer-in-Charge:* **Major Renovation Project** [Logan Airport Central Heating Plant] Boston, Massachusetts -- $1.5 million abatement program.
- *Officer-in-Charge/Project Manager:* **Renovation of Six Building Complex**, Montrose, New York -- Reduced costs on two building renovation projects $400,000 to $80,000 and from $200,000 to $100,000 by minimizing impact of renovations on asbestos-containing materials.

- *Officer-in-Charge:* **Asbestos Consulting In Conjunction with Renovation Programs 29 Department Stores in Eight States for Allied/Federated Department Stores** -- directing new five year contract to manage all asbestos abatement activities at all Jordan Marsh and Bloomingdale's stores nationwide including Bloomingdale's flagship store in Manhattan.

- *Officer-in-Charge:* **Downtown High-Rise Renovation** Providence, Rhode Island -- asbestos consulting in conjunction with renovation of the 29-story Rhode Island Hospital Trust Building.

- *Officer-in-Charge:* **The Chrysler Building**, New York, New York -- In conjunction with renovation program at this landmark historic building, directed $150,000 in abatement costs. [Removed ACM from pipes in chase extending over 40 floors.]

- *Officer-in-Charge:* **Downtown High-Rise Renovation** Hartford, Connecticut -- $1.5 million asbestos abatement project for 25-story tower, the Phoenix Mutual Life Insurance Building [The Boat Building] By miminimizing disruption to ACM, significantly reduced abatement costs.

- *Officer-in-Charge* **Downtown High-Rise Renovation**, Hartford, Connecticut -- $1.25 million asbestos abatement program of 28-story Connecticut National Bank Building.

- *Program Manager/Principal-in-Charge:* **State of Connecticut Asbestos Abatement Program** -- Responsible for the inspection of over 700 state owned building for the presence of asbestos [including the State Capitol and the Governor's Mansion.] Mr. Connelly subsequently managed abatement programs for many of these buildings.

SPECIAL TRAINING:

Certified Asbestos Inspector, Management Planner, Project Monitor and Project Designer in Connecticut, Massachusetts, Vermont and New York.

Asbestos Abatement for Inspectors, Tufts University, 1988; Refresher Course, 1990.

Asbestos Abatement for Management Planners, Tufts University, 1988; Refresher Course, 1990.

Supervision of Asbestos Abatement Projects, Georgia Institute of Technology, 1985; Refresher Course, 1990.

NIOSH 582 - Sampling and Evaluation Airborne Asbestos Dust, Harvard School of Public Health, 1986

Qualified Inspector for Connecticut Public Schools, University of Connecticut, 1986.

PROFESSIONAL AFFILIATIONS:

Air and Waste Management Association
American Chemical Society
National Asbestos Council

RESUME

RANDAL D. AMES
Senior Project Manager

EDUCATION:

B.S., Marine Biology, University of New England
Harvard School of Public Health Course -- *"Fundamentals of Industrial Hygiene"*

PROFESSIONAL CERTIFICATIONS:

Certified Management Planner -- EPA/AHERA
Certified Asbestos Inspector -- EPA/AHERA
Certified Asbestos Inspector -- Massachusetts DLI
Certified Asbestos Project Designer -- Massachusetts DLI
Certified Asbestos Project Monitor -- Massachusetts DLI
Certified Management Planner -- Massachusetts DLI

REPRESENTATIVE EXPERIENCE:

Since 1986, Mr. Ames has been Project Manager for asbestos abatement projects including office buildings, industrial facilities, theaters, colleges, and public facilities. Mr. Ames has managed to successful completion a number of asbestos abatement projects in Downtown Boston. His representative project experience includes:

- ***Project Manager/Project Designer:*** **Asbestos Removal, Downtown Boston High-Rise** -- Removal of sprayed on asbestos fireproofing from 1,000,000 square foot office building.

- ***Project Manager:*** **Renovation/Addition Project, Downtown Boston Operations Center** [MBTA] - Management of major asbestos abatement programs.

- ***Project Manager:*** **60-Building Asbestos Removal Program**, Boston, Massachusetts -- Managed survey, abatement design and site monitoring of approximately buildings being demolished for the Central Artery/Third Harbor Tunnel right-of-way.

- ***Project Manager/Project Designer:*** **Major Asbestos Removal Project**, [client confidential] Boston, Massachusetts -- Removal of 2.9 million pounds of asbestos-containing materials from cooling towers at a large Boston Medical/University facility.

- ***Project Manager:*** **Historic Building Renovation,** Worcester, Massachusetts -- Asbestos abatement in conjunction with renovations and addition to federal courthouse building.

- ***Project Manager:*** **Asbestos Program for 250 Buildings, State of New Hampshire** -- The program involved survey of approximately 250 state-owned buildings, design of specific abatement actions within these facilities, compliance monitoring of asbestos removal, and development of a computerized asbestos inventory and term contract management system.

AFFILIATIONS

Member:	American Industrial Design Associations
Member:	New England Chapter, American Industrial Design Association

RESUME

ROGER J. BELLEROSE
Asbestos Group Operations Manager

EDUCATION:

A.S., New Hampshire Technical Institute, 1980. Architectural Engineering

REPRESENTATIVE EXPERIENCE:

With over 12 years of experience in the construction field, Mr. Bellerose has extensive experience in supervising work crews. He oversees construction management for projects representing annual budgets of $1,200,000. His responsibilities include coordinating schedules of the asbestos project monitoring teams and acting as liaison for facility owners and abatement contractors. He assists in the preparation of plans and specifications and conduct the bidding process. Mr. Bellerose's representative project experience includes:

- ***Construction Manager:*** **Jordan Marsh Department Store,** Downtown Boston, Massachusetts -- Construction accomplished on strict schedules to minimize disruption to store operations. [$2 million abatement program.]

- ***Construction Manager:*** **High-Rise Building** [The Badger Company], Cambridge, Massachusetts -- Construction is being accomplished on strict schedules involving the interface of the asbestos abatement contractor, the sprinkler systems contractor and the electrical contracts -- $1 million asbestos abatement program.

- ***Construction Manager:*** **Renovation Projects** [New England Medical Center] Boston, Massachusetts -- consistent on-time, under-budget performance on multiple asbestos abatement assignments.

- ***Construction Manager:*** **Major Renovation Project** [Logan Airport Central Heating Plant] Boston, Massachusetts - Managing abatement contracting on this $1.5 million abatement program involving complex construction staging.

RESUME

DAVID P. ELLIS
Asbestos Project Specialist

EDUCATION:

A.S., Massasoit Community College, 1980. Human Resources

CERTIFICATION:

Certified Asbestos Project Monitor: Massachusetts
Certified Asbestos Inspector\Management Planner: Massachusetts
Certified Asbestos Project Designer: Massachusetts
Certified Asbestos Consultant

REPRESENTATIVE EXPERIENCE:

Mr. Ellis' responsibilities include on-site monitoring and construction management of asbestos contractors, inspecting work ares, maintaining daily logs, collecting and analyzing air and bulk asbestos samples, and preparing project documentation reports. His experience encompasses over 75 individual asbestos abatement projects ranging from short-term emergency projects to multi-million dollar high-rise building demolitions and abatement programs at complex industrial facilities. His representative project experience includes:

- ***Project Monitor:*** **Jordan Marsh Department Store**, Downtown Boston, and Burlington, Massachusetts -- Project monitoring on many phases of these major renovation programs. Scheduled abatement work with other contractors to prevent slowdown of work. Performed daily air monitoring of both sites. Maintained documentation of on-site activities and performed clearance sampling at several locations within the sites.

- ***Project Monitor:*** **Major Renovation Project** [Logan Airport Central Heating Plant] Boston, Massachusetts -- Provided monitoring for documenting contractor's adherence to federal and state regulations and job specifications, conducted and analyzed air samples during and following abatement phases -- $1.5 million abatement program.

- ***Project Monitor:*** **High-Rise Building** [The Badger Company], Cambridge, Massachusetts -- Responsible for daily air monitoring and maintaining documentation of on-site activities.

- ***Industrial Hygiene Technician:*** **Travelers Building Demolition**, Boston, Massachusetts -- Participated in the entire asbestos removal phase in preparation of implosion demolition of this 19-story building. Responsibilities included air monitoring throughout the removal phase, visual inspections, performing final air clearances, preparing daily logs, and assisting with the final report.

- ***Project Monitor:*** **Renovation of Six Building Complex**, Montrose, New York -- Performed daily air sampling, maintained project documentation, and performed final clearance sampling at several locations.

SPECIAL TRAINING:

Asbestos Inspector/Management Planner, Institute For Environmental Education, 1990

Supervisors: Annual Refresher Training, Institute For Environmental Education, 1990

RESUME

ANDRE' J. McDONALD
Asbestos Project Monitor

EDUCATION:

B.S., Norwich University (in progress)

CERTIFICATION:

Certified Asbestos Abatement Project Monitor: Massachusetts and Vermont

REPRESENTATIVE EXPERIENCE:

Mr. McDonald's an asbestos project specialist responsible for overseeing asbestos abatement project to establish adherence to project specifications and applicable regulations, overseeing contract crews, protecting the interests of the client and collecting clearance samples to permit reoccupation of the work sites. His representative project experience includes:

- ***Project Monitor:*** **Jordan Marsh Department Store**, Downtown Boston, Massachusetts -- Provided monitoring for documenting contractor's adherence to federal and state regulations and job specifications, conducted and analyzed air samples during the following abatement phases, and coordinated on-site activities between store management and subcontractors for scheduled phases of asbestos abatement. The abatement work consisted of $2 million contract and was conducted during business hours.

- ***Project Monitor:*** **Major Renovation Project** [Logan Airport Central Heating Plant] Boston, Massachusetts -- Provided monitoring for documenting contractor's adherence to federal and state regulations and job specifications, conducted and analyzed air samples during and following abatement phases -- $1.5 million abatement program.

- ***Project Monitor:*** **Major Asbestos Abatement Project in Conjunction with Renovation Program**, Cheshire Medical Center, Keene, New Hampshire -- Performed daily monitoring of the site, maintained documentation of on-site activities, and performed final clearance sampling and analysis during several abatement phases throughout this large facility.

- ***Project Monitor:*** **Conversion of Mill for Boston Developer,** Nashua, New Hampshire.

SPECIAL TRAINING

Asbestos Project Certification for Inspectors, Management Planners, Monitors and Designers Course; Balsam Environmental Consultants, Inc., 1990.

Airborne Asbestos Sampling and Evaluation Techniques, NIOSH 582 Equivalent; Hygeia, Inc., 1989.

Supervisors' Asbestos Abatement Procedures and Practices; Institute for Environmental Education, 1989.

RESUME

JAMES W. BOUQUET, P. E.
Senior Design Engineer

EDUCATION:

B.S., Iowa State University, 1980. Civil Engineering

PROFESSIONAL CERTIFICATION:

Registered Professional Engineer: Maine

REPRESENTATIVE EXPERIENCE:

Mr. Bouquet is a registered Professional Engineer (P.E.) and has more than ten years of experience in consulting and the asbestos management industry. Prior to joining Balsam in 1988, Mr. Bouquet was Vice President and Operations Manager for an asbestos abatement firm. In the capacity, he conducted estimating/bidding, contract administration, and management of over 300 asbestos abatement projects -- his responsibilities included knowledge of and compliance with federal and state regulations for the removal/disposal for asbestos.

Mr. Bouquet's *unique* combination of experience in engineering design and asbestos abatement contracting are brought to bear in developing innovative nd cost-effective abatement designs for many of the Balsam's projects. His representative project experience includes:

- ***Project Manager/Senior Designer:*** **Jordan Marsh Department Store**, Downtown Boston, Massachusetts -- Responsible for managing work teams, scheduling, facility survey, complete abatement design, conduct of the bidding phase, and abatement monitoring on this $2 million asbestos abatement program.

- ***Senior Designer:*** **High-Rise Building** [The Badger Company], Cambridge, Massachusetts -- Worked with senior management team in developing innovative spot abatement design approach to asbestos removal -- net result: reduced abatement costs from $4.5 million to $1 million and shortened schedule by 2 years.

- ***Project Manager/Senior Designer:*** **Asbestos Abatement for Historic Building** [Governor's Mansion] Augusta, Maine -- Saved costs, reduced project schedule and minimized visibility on high-profile project. Also developed design for containment tunnel which eliminated disturbance to building occupants.

- ***Project Manager/Senior Designer:*** **Renovation Projects** [New England Medical Center] Boston, Massachusetts -- consistent on-time, under-budget performance on multiple asbestos abatement assignments.

- ***Project manager/Senior Designer:*** **Major Renovation Project** [Logan Airport Central Heating Plant] Boston, Massachusetts -- Balsam selected on basis of innovative approach to construction staging [developed by Mr. Bouquet] allowing the plant to remain in operation for the duration of the abatement program.

- ***Project Manager/Senior Designer:*** **Historic [late 19th century] Office Building Renovation**, Augusta, Maine -- Developed and abatement design which contained the project within an 8' x 8' utility chase -- reducing project costs, schedule and project visibility.

- ***Senior Designer:*** **Renovation of Six Building Complex**, Montrose, New York -- Worked with engineers to develop alternative routing for new plumbing and electrical distribution systems to minimize disturbance of existing asbestos-containing materials. Reduced costs from $600,000 to $180,000.

- ***Project Manager/Senior Designer:*** **Asbestos Consulting in Conjunction with Renovation Programs 29 Department Stores in Eight States for Allied/Federated Department Stores**

- ***Project Manager:*** **Conversion of Mill for Boston Developer**, Nashua, New Hampshire -- Survey, design and abatement monitoring -- project completed on tight construction schedule.

SPECIAL TRAINING:

Asbestos Project Certification for Inspectors, Management Planners, Monitors and Designers Course; Balsam Environmental Consultants, Inc., 1990.

Lead-based Paint Detection and Abatement; Georgia Institute of Technology, 1990.

Procedures and Practices for Asbestos Abatement Projects; Maine Labor Group on Health, 1989; Tufts University, 1985.

Designing Asbestos Response Actions; Georgia Institute of Technology, 1989.

AHERA Asbestos Management Planning Training; Institute for Environmental Education, 1988.

Advanced Supervision of Asbestos Abatement Projects; Georgia Institute of Technology, 1987.

Asbestos Management in Buildings; Tufts University, 1986.

PROFESSIONAL AFFILIATIONS:

American Society of Civil Engineers
Chi Epsilon
National Asbestos Council
Northern Association of Asbestos Professionals

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ENVIRONMENTAL CONSULTANTS, INC
Engineering, Environmental Science & Industrial Hygiene

APPENDIX B

SAMPLE AUTOCAD DRAWINGS

STANDARD LEGEND
ASBESTOS – CONTAINING MATERIALS

———	INDICATES HORIZONTAL PIPING INSULATED WITH ACBM
- - - - - -	INDICATES PIPING IN TRENCHES INSULATED WITH ACBM
··········	INDICATES PIPING ABOVE CEILINGS INSULATED WITH ACBM
X	INDICATES ELBOWS OR JOINT ACBM WHICH IS VISIBLE IN A FUNCTIONAL AREA
⊗	INDICATES ELBOWS OR JOINT ACBM WHICH IS NOT VISIBLE, EITHER ABOVE CEILING OR IN A TRENCH
▣	INDICATES RISERS ENCLOSED IN A CHASE, ONE CIRCLE USED TO DENOTE THE PRESENCE OF EACH PIPE WITHIN THE CHASE
○	INDICATES RISERS NOT ENCLOSED IN A CHASE
▨	INDICATES AREAS, SUCH AS BOILER ROOMS, WITH EXTENSIVE PIPING
BOILER	INDICATES TANKS, BOILERS, ETC. IN SIZE AND SHAPE APPROXIMATE TO THEIR ACTUAL CONFIGURATION
———	INDICATES DUCTWORK COVERED WITH ACBM
———	INDICATES WALLS FOUND TO CONTAIN ACBM
▨	INDICATES CEILINGS FOUND TO CONTAIN ACBM
▨	INDICATES FLOORS OF VINYL ASBESTOS FLOOR TILE
▨	INDICATES SPRAYED–ON ACBM MATERIALS
▨	INDICATES CONTAMINATED SOIL
(1–11)	INDICATES SAMPLE LOCATION AND SAMPLE NUMBER TESTING POSITIVE FOR ASBESTOS
(1–1)	INDICATES SAMPLE LOCATION AND SAMPLE NUMBER TESTING NEGATIVE FOR ASBESTOS

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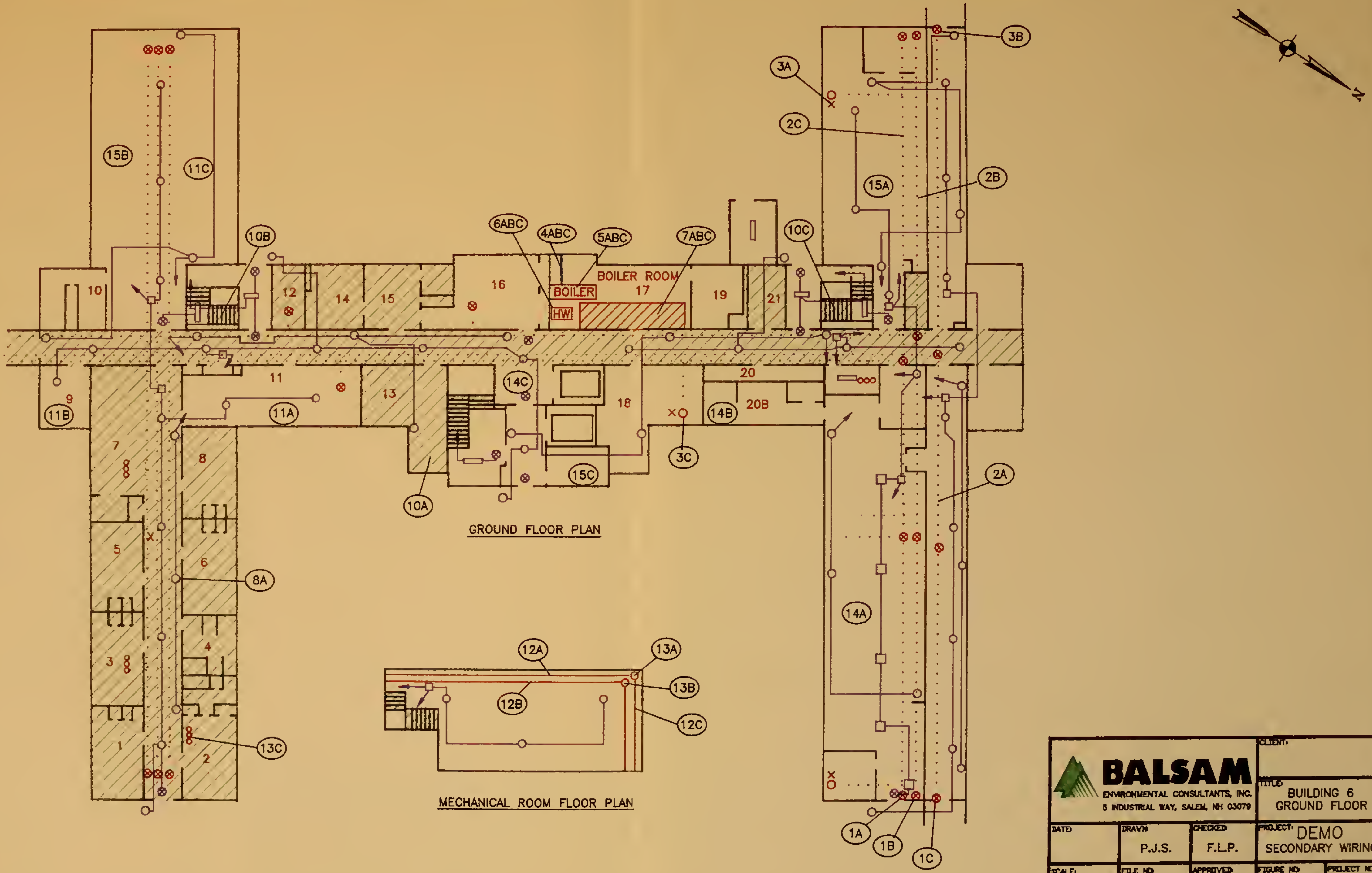
ENVIRONMENTAL CONSULTANTS, INC.
5 INDUSTRIAL WAY, SALEM, NH 03079



GROUND FLOOR PLAN

MECHANICAL ROOM FLOOR PLAN

BALSAM
ENVIRONMENTAL CONSULTANTS, INC.
5 INDUSTRIAL WAY, SALEM, NH 03079

CLIENT:

TITLE: BUILDING 6
GROUND FLOOR

DATE:

DRAWN: P.J.S.

CHECKED: F.L.P.

PROJECT: DEMO
SECONDARY WIRING

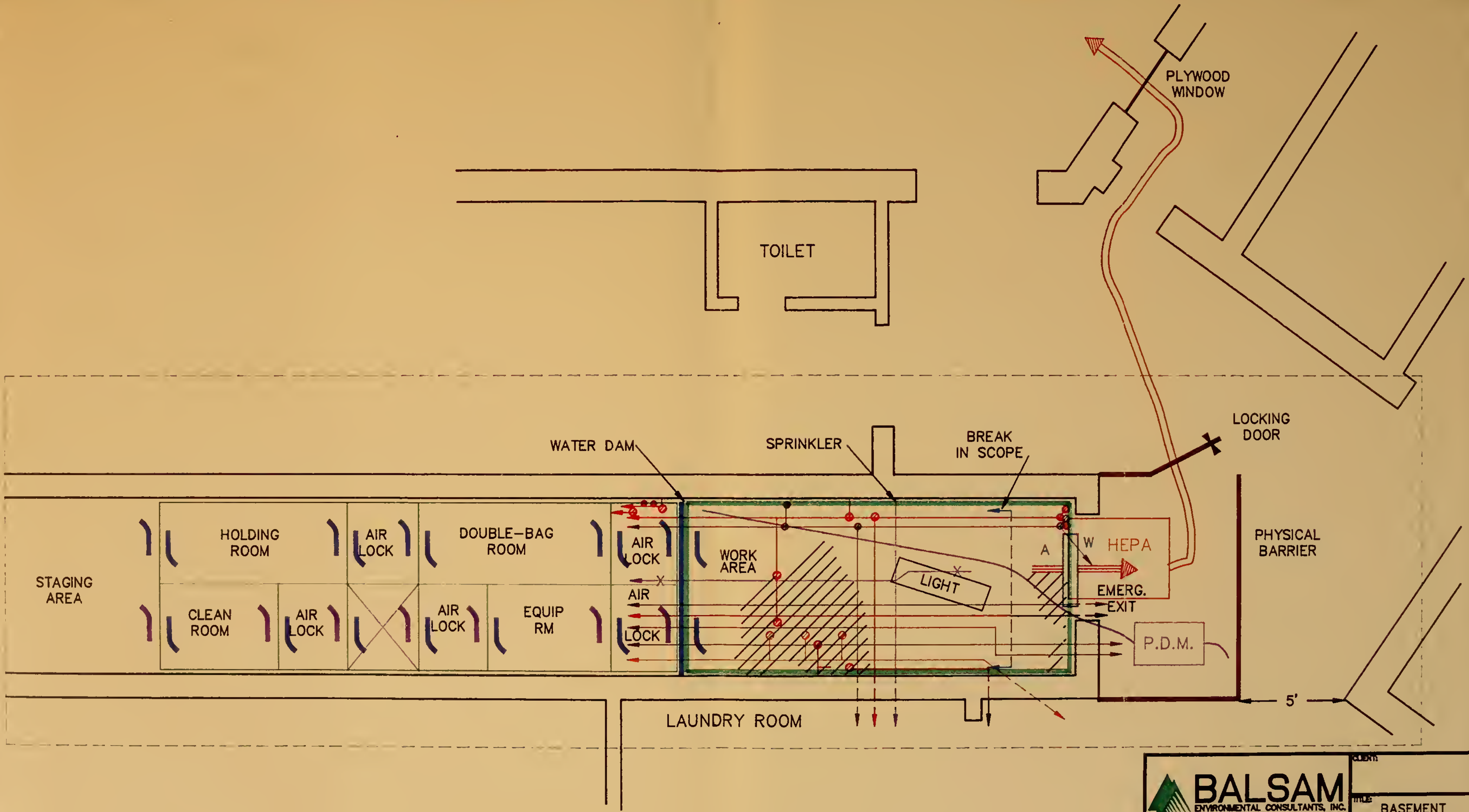
SCALE: 1"=20'

FILE NO: demo

APPROVED:

FIGURE NO: FIG. 1

PROJECT NO: prop



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ENVIRONMENTAL CONSULTANTS, INC.
59 STILES RD. SALEM, N.H. 03079

CLIENT:	
TITLE:	BASEMENT WORK AREA
DATE:	
DRAWN:	D.J.H.
CHECKED:	
PROJECT:	
SCALE:	1/4"=1'
FILE NO:	72022a
APPROVED:	
FIGURE NO:	FIG. 1
PROJECT NO:	

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ENVIRONMENTAL CONSULTANTS, INC.
Engineering, Environmental Science & Industrial Hygiene

APPENDIX C

LABORATORY ACCREDITATION CERTIFICATES

AMERICAN INDUSTRIAL HYGIENE ASSOCIATION

Balsam Environmental Consultants

Industrial Hygiene Laboratory
Salem, NH

has fulfilled AIHA criteria for
Industrial Hygiene Laboratory Accreditation
since January 1, 1990
This accreditation shall be effective until
the 1st day of January 1, 1993
subject to continued compliance with
AIHA accreditation criteria.

Chairman
Laboratory Accreditation
Committee

Frederick M. Toca
President
American Industrial Hygiene
Association

405
Accreditation Number

January 26, 1990
Date

United States Department of Commerce
National Institute of Standards and Technology

NVLAP

Certificate of Accreditation

BALSAM ENVIRONMENTAL CONSULTANTS, INC.
SALEM, NH

is recognized under the National Voluntary Laboratory Accreditation Program for satisfactory compliance with criteria established in Title 15, Part 7 Code of Federal Regulations. Accreditation is awarded for specific services, listed on the Scope of Accreditation, for:

BULK ASBESTOS FIBER ANALYSIS

April 1, 1992
Effective until

Nancy M Trahey
For the National Institute of Standards and Technology

NVLAP LAB CODE: 1433 00

BALSAM
ENVIRONMENTAL CONSULTANTS, INC
Engineering, Environmental Science & Industrial Hygiene

APPENDIX D

INSURANCE CERTIFICATES

BALSAM ENVIRONMENTAL CONSULTANTS, INC.
CURRENT INSURANCE COVERAGE

I. Statutory Worker's Compensation & Employer's Liability

A. Policy Limits

1. $100,000 Each Accident
2. $500,000 Disease - Policy Limit
3. $100,000 Disease - Each Employee

B. Insurance Company Information

1. Salem, New Hampshire Office

   a. Carrier: New Hampshire Insurance Company
   b. Policy Number: WC 774491101
   c. Coverage Dates: 01/17/91 - 01/17/92

2. Augusta, Maine Office

   a. Carrier: American Fidelity Company
   b. Policy Number: WCA 5402978-02
   c. Coverage Dates: 03/26/90 - 03/26/91

II. Comprehensive General Liability Insurance

A. Coverage

1. Contractual Liability Insurance
2. Completed Operations
3. Independent Contractors
4. Broad Form Property Damage Insurance

B. Limits

1. $2,000,000 General Aggregate
2. 1,000,000 Product - Comprehensive Aggregate
3. 1,000,000 Personal & Advertising Injury
4. 1,000,000 Each Occurrence
5. 50,000 Fire Damage (Any One Fire)
6. 5,000 Medical Expense (Any One Person)

C. Insurance Company Information

1. Carrier: New Hampshire Insurance Company
2. Policy Number: BIND117513
3. Coverage Dates: 01/17/91 - 01/17/92

III. Automobile Liability Insurance

A. Coverage: Ownership, maintenance or use by any owned and non-owned or hired vehicles.

B. Limit: $1,000,000 - CSL

C. Carrier: New Hampshire Insurance Company

D. Policy Number: CPO 993-559

E. Coverage Dates: 06/25/90 - 06/25/91

F. Owned Vehicle: 1990 Pontiac Boneville
(VN# 1G2HX546X1272543)

IV. Professional Liability Insurance

A. Coverage: Environmental Consulting Professional Liability Errors and Omissions

1. Asbestos Consulting
2. Site Assessments
3. Industrial Hygiene
4. Groundwater Protection and Management
5. Permitting
6. Underground Storage Tank Management.

B. Limits: $1,000,000 - Per Claim
$1,000,000 - Aggregate

C. Carrier: The Home Insurance Company of Illinois

D. Policy Number: MSP-F632611

E. Coverage Dates: 09/24/90 - 09/24/91

F. Deductible: $25,000

V. Valuable Papers Coverage

A. Coverage: All Costs Associated with Replacing Damaged or Lost Valuable Papers

B. Limits: $100,000 - Per Claim

C. Carrier: NH Insurance Company (#CD01401596)

D. Coverage Dates: 09/11/90 - 09/11/91

ACORD. CERTIFICATE OF INSURANCE

COPY

ISSUE DATE (MM/DD/YY)
1/22/91

ICER
RROON & BLACK/KENDALL INS.
/95 South Main Street
. Box 5003
chester, NH 03867

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

COMPANIES AFFORDING COVERAGE

COMPANY LETTER A New Hampshire Insurance Co.
COMPANY LETTER B New Hampshire Insurance Co.
COMPANY LETTER C
COMPANY LETTER D New Hampshire Insurance Co.
COMPANY LETTER E

D
lsam Environmental
nsultants, Inc.
Industrial Way
lem NH 03079

RAGES

IIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD DICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS RTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS CLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	ALL LIMITS IN THOUSANDS	
NERAL LIABILITY	BIN0117513	1/17/91	1/17/92	GENERAL AGGREGATE	$ 2000
COMMERCIAL GENERAL LIABILITY				PRODUCTS-COMP/OPS AGGREGATE	$ 1000
CLAIMS MADE X OCCUR.				PERSONAL & ADVERTISING INJURY	$ 1000
OWNER'S & CONTRACTOR'S PROT.				EACH OCCURRENCE	$ 1000
				FIRE DAMAGE (Any one fire)	$ 50
				MEDICAL EXPENSE (Any one person)	$ 5
TOMOBILE LIABILITY	CP09933559	6/25/90	6/29/91	COMBINED SINGLE LIMIT	$ 1000
ANY AUTO					
ALL OWNED AUTOS				BODILY INJURY (Per person)	$
SCHEDULED AUTOS					
HIRED AUTOS				BODILY INJURY (Per accident)	$
NON-OWNED AUTOS					
GARAGE LIABILITY				PROPERTY DAMAGE	$
ESS LIABILITY				EACH OCCURRENCE $	AGGREGATE $
OTHER THAN UMBRELLA FORM					
WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY	WC774491101	1/17/91	1/17/92	STATUTORY	
				$ 100	(EACH ACCIDENT)
				$ 500	(DISEASE—POLICY LIMIT)
				$ 100	(DISEASE—EACH EMPLOYEE)
HER					

TION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS
is named as Additional Insured as respects
engineering and consulting services at various
ilities.

FICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

©ACORD CORPORATION 1989

CERTIFICATE OF INSURANCE

REVISED

ISSUE DATE (MM/DD/YY)
1/3/91

CER
tional Environmental Coverage Corp.
0 Rella Boulevard
ite 160
ffern, New York 10901

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

COMPANIES AFFORDING COVERAGE

COMPANY LETTER A	HOME INSURANCE COMPANY
COMPANY LETTER B	
COMPANY LETTER C	
COMPANY LETTER D	
COMPANY LETTER E	

D
lsam Environmental Consultants, Inc.
Industrial Way
lem, NH 03079

RAGES

IS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD DICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS RTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, CLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
NERAL LIABILITY				GENERAL AGGREGATE	$
COMMERCIAL GENERAL LIABILITY				PRODUCTS-COMP/OP AGG.	$
CLAIMS MADE OCCUR.				PERSONAL & ADV. INJURY	$
OWNER'S & CONTRACTOR'S PROT.				EACH OCCURRENCE	$
				FIRE DAMAGE (Any one fire)	$
				MED. EXPENSE (Any one person)	$
TOMOBILE LIABILITY				COMBINED SINGLE LIMIT	$
ANY AUTO					
ALL OWNED AUTOS				BODILY INJURY (Per person)	$
SCHEDULED AUTOS					
HIRED AUTOS				BODILY INJURY (Per accident)	$
NON-OWNED AUTOS					
GARAGE LIABILITY				PROPERTY DAMAGE	$
ESS LIABILITY				EACH OCCURRENCE	$
UMBRELLA FORM				AGGREGATE	$
OTHER THAN UMBRELLA FORM					
WORKER'S COMPENSATION				STATUTORY LIMITS	
AND				EACH ACCIDENT	$
EMPLOYERS' LIABILITY				DISEASE—POLICY LIMIT	$
				DISEASE—EACH EMPLOYEE	$
HER					
ofessional Liability	MSPF 63 26 11	9/24/90	9/24/91	$1,000,000 Aggregate	

PTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS

FICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES

AUTHORIZED REPRESENTATIVE
Christina L. Holmes

D 25-S (7/90)

©ACORD CORPORATION 1990

7865 052

7865 052

KEY NOTES:

① DIRTY ROOM

② WASTE LOAD-OUT CHAMBERS, WILL BE KEPT SEALED EXCEPT DURING WASTE LOAD-OUT

③ SHOWER

④ CLEAN ROOM

⑤ OWNER TO REMOVE DOOR AND DOOR HINGES

⑥ OWNER TO REMOVE ALL ITEMS FROM APPLIANCES, DEFROST NECESSARY APPLIANCES AND DRAIN ALL WATER

⑦ CONTRACTOR TO PLACE TWO (2) LAYERS OF SIX (6) MIL POLY OVER DESIGNATED APPLIANCES

⑧ OWNER TO REMOVE DESIGNATED WOODEN/METAL STORAGE CABINETS IN HALLWAY

⑨ CONTRACTOR TO PLACE TWO (2) LAYERS OF SIX (6) MIL POLY OVER WOODEN FLOOR SURFACES.

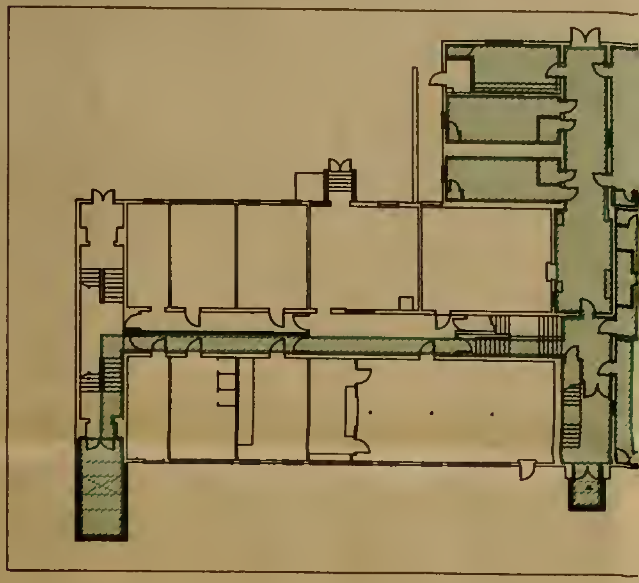
⑩ CONTRACTOR TO PLACE TWO (2) LAYERS OF SIX (6) MIL POLY OVER UPRIGHT FREEZER AND PLACE ON A WHEELED PLATFORM TO MOVE, TO ENABLE REMOVAL OF FLOOR TILE.

⑪ OWNER TO REMOVE ALL ITEMS WITHIN THE JUICE MACHINE, DRAIN ALL LIQUIDS, AND MOVE TO DESIGNATED AREA ACROSS HALLWAY.

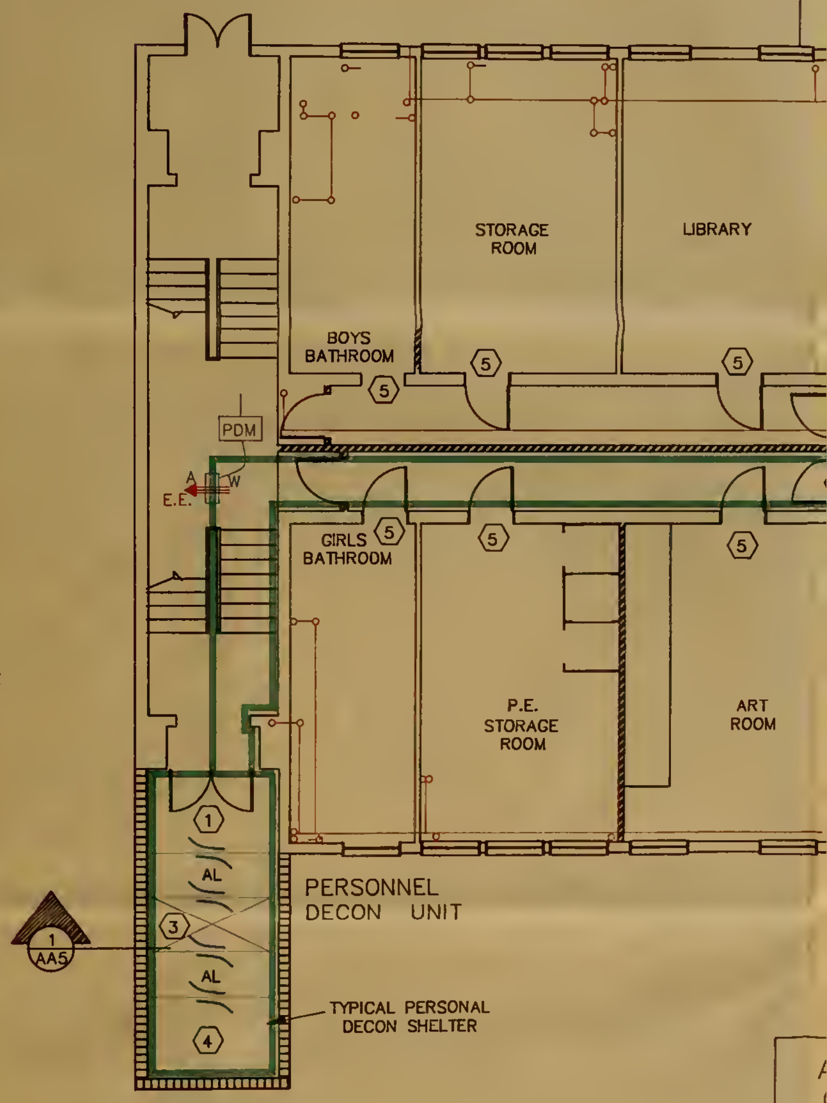
⑫ CONTRACTOR TO TIE-IN TO 200 AMP ELECTRICAL PANEL.

LEGEND

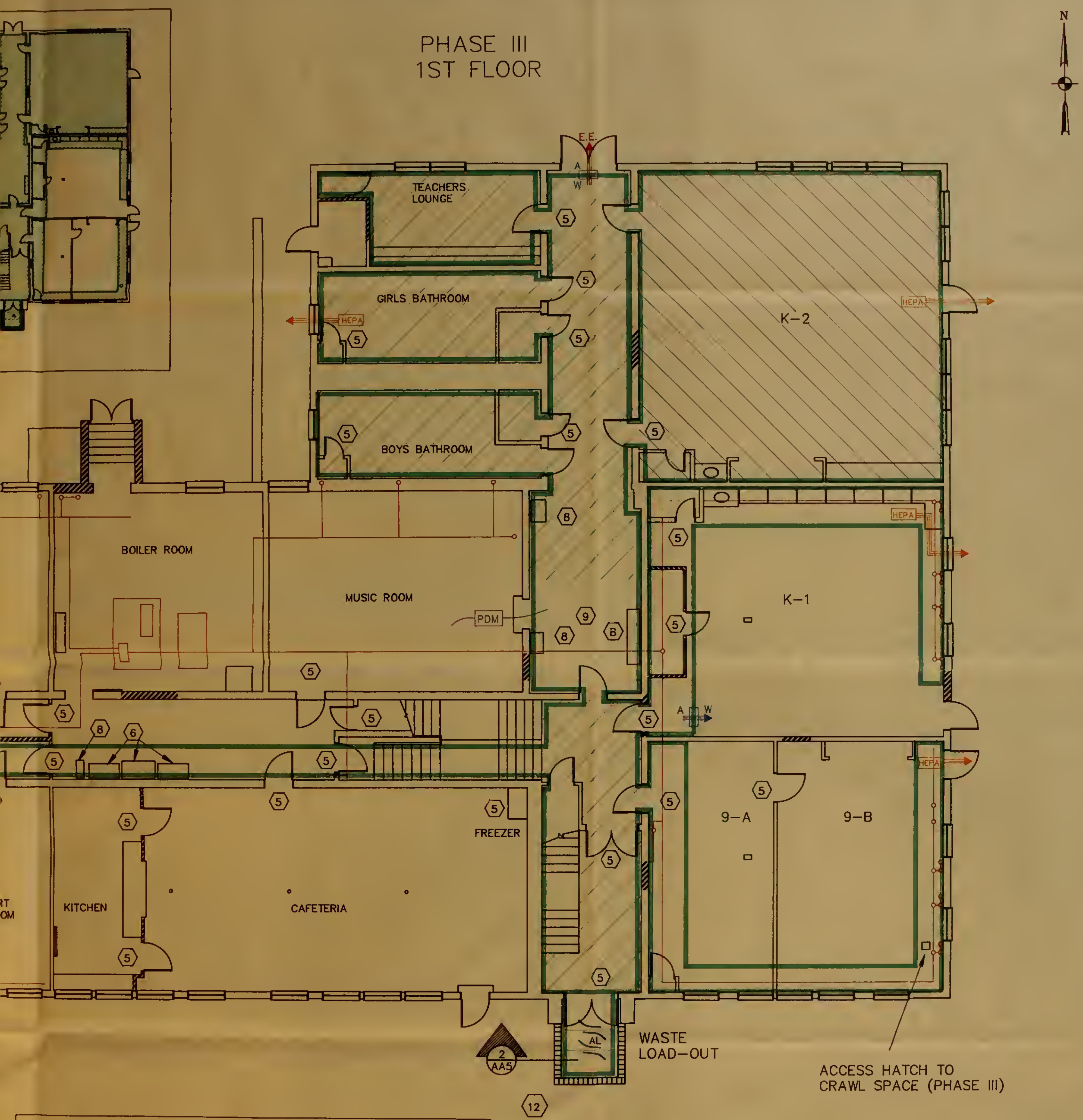
―	WORK AREA BOUNDARY
‐ ‐ ‐	DECONTAMINATION CHAMBER BOUNDARIES
A W	ACETATE WINDOW
⇒ E.E.	EMERGENCY EXIT
☒	SHOWER
╱	WEIGHTED FLAP
HEPA	NEGATIVE AIR MACHINE 2000 CFM
⇒	HEPA EXHAUST (OR INTAKE) DUCT
―●	ACM PIPE COVER AND FITTING (OR VERTICAL PIPE)
P.D.M.	PRESSURE DIFFERENTIAL MONITOR (AND TUBING)
―	INDICATES HORIZONTAL PIPING INSULATED WITH ACBM
	INDICATES PIPING ABOVE CEILINGS INSULATED WITH ACBM
○	INDICATES RISERS NOT ENCLOSED IN A CHASE
▭	INDICATES TANKS, BOILERS, ETC. IN SIZE AND SHAPE APPROXIMATE TO THEIR ACTUAL CONFIGURATION
▨	INDICATES CEILINGS FOUND TO CONTAIN ACBM
▨	INDICATES FLOORS OF VINYL ASBESTOS FLOOR TILE



KEY PLAN



DRAWINGS BASED UPON PLANS PROVIDED TO BALSAM BY ORIGINAL ARCHITECTS.


PHASE III
1ST FLOOR

APPROXIMATE QUANTITIES OF ASBESTOS CONTAINING MATERIALS TO BE IMPACTED	
PIPE COVER	200 LF
PIPE FITTINGS	24 EA
CEILING TILE	1075 SF
FLOOR TILE/MASTIC	1600 SF

BALSAM
ENVIRONMENTAL CONSULTANTS, INC.
5 INDUSTRIAL WAY, SALEM, NH 03079

CLIENT:

PROJECT:

TITLE: ASBESTOS ABATEMENT – FIRST FLOOR

DESIGNED:	DRAWN:	CHECKED:	APPROVED:	FIGURE NO:
F.N.	D.J.H.	A.D.J.	S.W.C.	1
SCALE: 1/16"=1'	DATE: 4/2/91	FILE NO: D80 P3	PROJECT NO: PROP	

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3 9999 06315 079 9